



Office of Internal Oversight Services

## **INTERNAL AUDIT DIVISION**

# **REPORT 2016/107**

---

### **Audit of publishing services at the United Nations Office at Geneva**

**Overall results relating to the management of publishing services were initially assessed as partially satisfactory. Implementation of eight important recommendations remains in progress**

**FINAL OVERALL RATING: PARTIALLY  
SATISFACTORY**

**26 September 2016**

**Assignment No. AE2016/310/02**

# CONTENTS

	<i>Page</i>
I. BACKGROUND	1
II. OBJECTIVE AND SCOPE	1-2
III. AUDIT RESULTS	2-7
Project management	3-7
IV. ACKNOWLEDGEMENT	8
ANNEX I      Status of audit recommendations	
APPENDIX I   Management response	

# AUDIT REPORT

## Audit of publishing services at the United Nations Office at Geneva

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of publishing services at the United Nations Office at Geneva (UNOG).
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. Publishing at UNOG is handled by the Production and Support Service (PSS) of the Division of Conference Management (DCM). The Director of DCM has dual reporting lines to the Director-General of UNOG and to the Office of the Under-Secretary-General, Department for General Assembly and Conference Management (DGACM) in New York.
4. PSS was one of four services of DCM, headed by a Chief at the D-1 level who reported to the Director of DCM. PSS was divided into three sections: Printing, Distribution, and Information Technology. The Printing and Distribution Sections had 37 posts (graphic artists, printers and bookbinders) and 24 posts (document distribution assistants), respectively. All the posts were funded by the regular budget. The total budget of PSS for the 2014-2015 biennium was \$22.5 million.
5. PSS printed and distributed United Nations documentation and publications through hard copy, digital and multimedia. The Printing Section aimed at providing cost-effective, timely and quality printing services to its clients. Its main clients, representing approximately 80 per cent of its workload, were the Office of the High Commissioner for Human Rights, the Economic Commission for Europe, and the United Nations Conference on Trade and Development. The Distribution Section was responsible for distribution of United Nations documents and publications to: (a) meetings and conferences held both at UNOG and externally; (b) the Permanent Missions in Geneva; and (c) the official mailing lists of the Secretariat. PSS held the ISO 14001 Certification on Environmental Management System.
6. Comments provided by UNOG are incorporated in italics.

### II. OBJECTIVE AND SCOPE

7. The audit was conducted to assess the adequacy and effectiveness of UNOG governance, risk management and control processes in providing reasonable assurance regarding the **effective management of publishing services at UNOG**.
8. The audit was included in the 2016 internal audit work plan for UNOG because of strategic and operational risks associated with the planning and delivery of publishing and distribution services to UNOG and its clients. In addition, UNOG publishing services had not been audited since 2000.
9. The key control tested for the audit was project management. For the purpose of this audit, OIOS defined this key control as the one that provides reasonable assurance that PSS: (a) has sufficient project management capacity, tools, methodology and systems to achieve its goals; and (b) manages its resources efficiently and effectively.

10. The key control was assessed for the control objectives shown in Table 1. Certain control objectives shown in Table 1 as “Not assessed” were not relevant to the scope defined for this audit.

11. OIOS conducted this audit from April to July 2016. The audit covered the period from 1 January 2014 to March 2016.

12. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

### III. AUDIT RESULTS

13. The UNOG governance, risk management and control processes examined were initially assessed as **partially satisfactory**<sup>1</sup> in providing reasonable assurance regarding the **effective management of publishing services at UNOG**. OIOS made eight recommendations to address the issues identified.

14. PSS had made good progress in adapting to a changing technological environment, and the needs of its clients. It reinforced its graphic design capability, increased digital publications, and oversaw a 37 per cent reduction in staff between 2005 and 2015. DCM clients had a high level of satisfaction with the publishing services provided by PSS. However, PSS needed to: (a) finalize and adopt Standard Operating Procedures (SOPs) for all printing and distribution functions; (b) review and update the cost recovery rates for printing and distribution services funded by extra-budgetary resources; (c) establish an action plan for increasing workforce flexibility; (d) conduct needs assessment and develop plans for equipment replacement; (e) utilize evaluation and risk assessment tools to improve service delivery and manage risk; (f) strengthen consultations with clients; (g) track the status of the recommendations made in the safety audit; and (h) improve coordination with the Mailing Unit of UNOG.

15. The initial overall rating was based on an assessment of the key control presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of eight important recommendations remains in progress.

**Table 1: Assessment of key control**

Business objective	Key control	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of publishing services at UNOG	Project management	Partially satisfactory	Partially satisfactory	Not assessed	Partially satisfactory
<b>FINAL OVERALL RATING: PARTIALLY SATISFACTORY</b>					

<sup>1</sup> A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

## Project management

### Need for SOPs for all printing and distribution functions

16. Each DGACM duty station offered different services under different agreements, depending on local circumstances, and established its own work processes and procedures. In 2016, the Monitoring, Evaluation, Risk Management and Statistical Verification Section (MERS) of DCM started documenting DCM processes by preparing SOPs. The SOPs were to identify the roles and responsibilities of all stakeholders and provide institutional recognition of best practices and procedures to be followed. The desired result was to achieve greater understanding and harmony of practices within the operations of each function.

17. The Printing and Distribution Sections had drafted four SOPs in collaboration with MERS: (i) Desktop publishing; (ii) Graphic Design; (iii) Production Control and Job Estimating; and (iv) Document Distribution. At the time of the audit, PSS was revising the SOPs and planned to finalize them by the end of 2016. However, SOPs had not been drafted for three areas: platemaking, printing and finishing. Lack of documented procedures could lead to inconsistent practices and inefficiencies.

**(1) The UNOG Division of Conference Management should finalize the Production and Support Service Standard Operating Procedures that have been drafted and prepare additional ones to cover all printing and distribution functions.**

*UNOG accepted recommendation 1 and stated that in-process SOPs will be finalized by end December 2016 and SOPs yet to be initiated will be finalized by end December 2017. Recommendation 1 remains open pending receipt of approved SOPs for all printing and distribution functions.*

### Need to review and update cost recovery rates for printing and distribution services funded by extra-budgetary resources

18. While a significant part of the printing and distribution services were for mandated documents and publications funded by the regular budget, PSS also provided printing and distribution services for activities funded by extra-budgetary resources. For these services, PSS billed the clients to recover the costs associated with the services provided. For 2014-2015, the total billing amounted to \$378,000. The UNOG Administrative and Financial Instruction No. 18 set the cost recovery rates used to bill extra-budgetary clients. With regard to publications, the administrative instruction stated that due to the technical complexities and variables associated with their production, the costs billed will be based on invoices generated by cost-estimating software.

19. PSS used the industry software "PrintSum" which calculated the cost recovery rate for publications based on the costs of equipment, supplies and staff. The equipment and supplies components were updated regularly when the costs increased. For instance, paper cost is updated when a new contract on paper supply is signed. However, the staff costs component, which was based on an average hourly rate of the different posts in publication, had not been updated in the last eight years. DCM was also not able to provide a breakdown of how the average hourly rate of CHF 45.52 (\$46.64) currently used in the computation of cost recovery rate was calculated. From 2009 to 2015, other staff costs used in computing the cost recovery rates set in the UNOG Administrative and Financial Instruction increased by an average of 49 per cent. With a similar increase, DCM would have billed its clients an additional \$25,066 for 2015.

Similarly, the distribution rate of CHF 264 (\$269) per 1,000 documents included in the Administrative and Financial Instruction had not been updated since 2008.

**(2) The UNOG Division of Conference Management, in consultation with the UNOG Division of Administration, should review the cost recovery rates for printing and distribution services and update them on an annual basis.**

*UNOG accepted recommendation 2 and stated that the average hourly rate for printing publications will be reviewed and updated by end December 2016. The rates for printing and distribution of parliamentary documents have been reviewed and submitted to DCM/Executive Office for submission to UNOG/Financial Resources Management Service, which will update UNOG Administrative and Financial Instruction No. 18. Recommendation 2 remains open pending receipt of evidence that the cost recovery rates for printing and distribution services have been reviewed and updated.*

#### Need for an action plan for increasing workforce flexibility

20. Over the past few years, there have been changes in the working environment of publishing services. The volume of documents distributed decreased by 26 per cent from 2012 to 2015. In the same period, the volume of printed pages reduced by 41 per cent. These reductions were attributed to the gradual shift towards electronic publications as well as efforts to reduce the use of paper in accordance with the “Greening the United Nations” initiative. Due to the decreased workload, PSS continued to reduce the number of staff over the years and had reduced its staff level by 37 per cent between 2005 and 2015. In the meantime, new areas of work emerged in graphic design and desktop publishing, such as PSS producing the Annual Report for UNOG in different formats including mobile applications. In response to these changes, PSS set a goal to encourage staff “polyvalence” or flexibility of the workforce by reducing the specialization of posts and encouraging staff to move from one function to the other. This shift from specialized positions to multitasking required management to plan the hiring of new staff and cross training of current staff in order for the workforce to be able to adapt to new working conditions and maintain the productivity of the sections.

21. PSS had made some efforts to enhance staff flexibility, such as making jobs descriptions for distribution generic and making English a mandatory requirement since all staff are required to service the counters and interact with delegates. Additionally, in the Printing Section, within each sub-unit skilled staff could cover unskilled labour, and some graphic designers could do printing. Further, the Printing Section had identified graphic design and desktop publishing as a priority area for training and the Distribution Section has also been sending extra staff on mission using the training budget for them to diversify their skills. However, there was no overall action plan on how PSS planned to achieve the staff flexibility goals within each section and between sections. The PSS training plan did not also mention goals on workforce flexibility. Although there were discussions in 2014 to share posts between the Printing and Distribution Sections, no concrete steps had been taken to facilitate the sharing of posts. Having a clear plan of action would help ensure that the initiatives to enhance workforce flexibility are adequately thought through and agreed upon, and training needs are identified and provided for.

**(3) The UNOG Division of Conference Management should prepare an action plan on workforce flexibility and in connection with this exercise conduct a structured assessment of the training needs of the Production and Support Service staff.**

*UNOG accepted recommendation 3 and stated that: (a) PSS will formulate a needs assessment project overview by end November 2016; (b) PSS completed interviews for its first Distribution/Printing hybrid post, advertised via Job Opening #64280, on 4 August 2016. It is*

*expected that the incumbent will occupy the post as of 1 November 2016; (c) the PSS 2017 draft training plan for external studies and on the job training will be submitted by end November 2016; and (d) PSS job descriptions will be updated to formally include flexibility within and across Sections, as appropriate, by the 1st quarter of 2017. Recommendation 3 remains open pending receipt of the results of the training needs assessment and an action plan on workforce flexibility.*

Need to conduct needs assessment and develop plans for equipment replacement and/or lease

22. The PSS work plan listed as a goal the effective planning, organization and utilization of the appropriate human and material resources, timely purchase of consumables and efficient usage of appropriate equipment. The total value of the equipment owned by PSS according to the physical verification exercise conducted on 12 October 2015 was \$3.4 million, of which \$2.6 million were in the print shop alone. In addition, PSS had two ongoing leasing contracts for printers for a not-to-exceed amount of \$1.4 million.

23. Several recent and upcoming procurement issues illustrated the need for developing proper management tools for the replacement of equipment:

- i. In printing, the leasing contract for four digital printers is set to expire in 2017. PSS indicated that it will soon start an internal study of needs, including paper usage and utilization of machines, in order to prepare the specifications for the next leasing exercise. The needs assessment is necessary because paper usage had reduced by about 41 per cent since 2012 when the procurement exercise for the last leasing contract was conducted.
- ii. Printing had two production lines: digital and offset printing. The use of the offset presses had reduced due to the decrease in large printing jobs and the evolution of printing technology. Offset represented 68.8 per cent of page impressions in 2014, and 55.7 per cent in 2015, but less than five per cent of the number of the total printing jobs in both years. The offset equipment was purchased in 1997 and is currently valued at \$300,000. It could break down and require replacement within the next few years.
- iii. The Distribution Section conducted a procurement exercise to purchase new equipment. After going through the process of drafting the terms of reference and collecting quotations from vendors, the procurement action was not completed because the cost of the new machine was deemed too high, given the downward trend in workload.

24. Based on the above, OIOS concluded that PSS needed to proactively develop a replacement plan taking into account changing needs of clients, maintenance costs, buying versus leasing options in the current marketplace, as well as the option of outsourcing different functions of the production and distribution chain.

**(4) The UNOG Division of Conference Management should conduct a needs assessment for equipment replacement in the Production and Support Service and develop a plan for replacement and/or lease.**

*UNOG accepted recommendation 4 and stated that PSS will complete the consolidated equipment list by end October 2016. Needs assessment exercise will be conducted and the replacement and/or lease plan will be finalized with Procurement by end December 2016. Recommendation 4 remains open pending receipt of the results of the needs assessment for equipment replacement in PSS and the plan for replacement and/or lease of equipment.*

Need to utilize evaluation and risk assessment tools to improve service delivery and manage risk

25. According to the DGACM evaluation policy, MERS is responsible for all evaluation functions carried out at DCM. MERS had listed as a goal for 2015-2016 "the continuous monitoring of DCM operations with a view to evaluating service delivery and identifying potential areas for improvement". According to MERS, it has not conducted any evaluations to date of either the printing or distribution sections, but intends to have one of the four evaluations planned for 2016 focus on distribution. As of the end of the audit, no further information was received on the scope or schedule of this evaluation. Further, MERS maintained a risk registry for each service of DCM. The risk register for PSS listed 10 risks centred on the paper reduction policy, the risk of losing clients, and training for printing staff. However, actions to mitigate the risks had not been identified and incorporated in PSS work plans.

**(5) The UNOG Division of Conference Management should strengthen the coordination between Production and Support Service (PSS) and the Monitoring, Evaluation, Risk Management and Statistical Verification Section to ensure that: (a) appropriate resources are allocated for evaluating publishing services; and (b) mitigation strategies are established for identified risks and incorporated in the PSS work plan.**

*UNOG accepted recommendation 5 and stated that PSS will coordinate this recommendation with MERS. Recommendation 5 remains open pending receipt of evidence that: (a) resources needed to evaluate publishing services have been assessed and allocated; and (b) strategies to mitigate the identified risks have been established.*

Need to strengthen consultations with clients

26. The Printing and Distribution Sections exist to serve various UNOG clients. Although client satisfaction was listed as a performance indicator in the PSS work plan, no survey was conducted to measure the degree of satisfaction with the different services provided by the Printing or Distribution Sections. The DCM client survey included questions on: timeliness of documents; availability of documents at the counter; the courtesy and professionalism of document distribution officers; and availability of documents on the Official Document System and on the client website. However, the survey did not include questions on timeliness and quality of printing services.

27. Printing is an evolving field, with new technology being developed. Although the Printing Section had launched new products when requested, it did not hold formal discussions with clients to discuss what it can offer, for example, with regard to e-publications even though clients would potentially be interested in accessing such products. It did not also conduct assessments of its clients' needs. The absence of an established mechanism to solicit feedback, assess needs of clients, and share information about innovative printing and distribution products may make it more difficult for PSS to project workload trends for planning purposes. This could lead to UNOG clients outsourcing services that PSS could provide, and PSS not optimizing the use of its equipment and capacity.

**(6) The UNOG Division of Conference Management should strengthen consultations with clients including: (a) soliciting feedback on quality and timeliness of printing and distribution services; (b) conducting needs assessments; and (c) raising awareness of the printing services it can provide.**

*UNOG accepted recommendation 6 and stated that: (a) PSS and MERS will coordinate on inclusion of printing in the DCM Client Survey for 2017; (b) PSS needs assessment exercise/survey of clients, existing and potential, will be completed by end December 2016 for 2017 requirements; and (c) PSS Printing Day activities of 19 October 2016 will be part of printing and distribution services*



*awareness campaign, to be presented by end December 2016. Further, PSS will provide a briefing on available services at their needs assessment meetings with clients, and printing and distribution internet pages and brochure will be updated by end of 2016. Recommendation 6 remains open pending receipt of evidence that DCM has strengthened consultations with clients to include soliciting feedback on quality and timeliness of printing and distribution services, conducting needs assessments, and raising awareness of the printing services DCM can provide.*

Need to track the status of recommendations made in the safety audit

28. UNOG Safety and Security Service (SSS) conducted an advisory audit of safety of the print shop in October 2015 to check whether it complied with appropriate norms (i.e., host country norms and internal United Nations rules). SSS made a number of recommendations to improve safety and security at the print shop. PSS indicated that it had addressed some but not all of the findings and recommendations. This was because some of the recommendations related to areas under the responsibility of other actors, such as building management. However, there was no comprehensive listing of actions taken by PSS on the recommendations, and actions requiring the attention of other entities of UNOG. The lack of effective tracking could result in non-implementation of the safety audit's recommendations.

**(7) The UNOG Division of Conference Management (DCM) should: (a) track the implementation of recommendations made in the safety audit against clearly established target dates; and (b) refer to the appropriate divisions (or senior management) issues that do not pertain to DCM responsibility.**

*UNOG accepted recommendation 7 and stated that PSS/Environmental Management System (EMS) Steering Committee will review the recommendations from the most recent safety audit and indicate actions taken in detail incorporating it into the next EMS/Auditor meeting scheduled for October 2016. Also, the EMS Manager will contact appropriate offices on safety issues raised by Security not under purview of PSS by end December 2016. Recommendation 7 remains open pending receipt of evidence that the recommendations in the safety audit are tracked and those that do not pertain to DCM responsibility have been referred to appropriate divisions or senior management.*

Need to improve coordination with Mailing Unit of UNOG Division of Administration

29. The Distribution Section performed some mailing related tasks that require coordination with the Mailing Unit at UNOG. However, coordination between the Distribution Section of PSS and the Mailing Unit was not adequate. A representative of DCM did not take part in the work of the committee dealing with issues relating to mailing services. Further, during the last procurement exercise for a shipping company, the Distribution Section of PSS was not involved in the procurement and was not informed of the outcome of the bidding. This resulted in contract management problems and delays in client servicing. With regard to cost recovery for mailing services, PSS expressed concern that the input of DCM staff performing a significant part of the mailing services was not properly reflected in the calculations of the cost recovery rates and consequently not credited back to DCM.

**(8) The UNOG Division of Conference Management should take measures to strengthen coordination between the Distribution Section and the UNOG Mailing Unit.**

*UNOG accepted recommendation 8 and stated that PSS will coordinate with Central Support Service of UNOG on this recommendation by third quarter of 2017. Recommendation 8 remains open pending receipt of evidence that coordination between the Distribution Section and the UNOG Mailing Unit has been strengthened.*

#### **IV. ACKNOWLEDGEMENT**

30. OIOS wishes to express its appreciation to the Management and staff of UNOG for the assistance and cooperation extended to the auditors during this assignment.

*(Signed)* Eleanor T. Burns  
Director, Internal Audit Division  
Office of Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of publishing services at the United Nations Office at Geneva

Recom. no.	Recommendation	Critical <sup>2</sup> / Important <sup>3</sup>	C/ O <sup>4</sup>	Actions needed to close recommendation	Implementation date <sup>5</sup>
1	The UNOG Division of Conference Management should finalize the Production and Support Service Standard Operating Procedures that have been drafted and prepare additional ones to cover all printing and distribution functions.	Important	O	Receipt of approved SOPs for all printing and distribution functions.	31 December 2017
2	The UNOG Division of Conference Management, in consultation with the UNOG Division of Administration, should review the cost recovery rates for printing and distribution services and update them on an annual basis.	Important	O	Receipt of evidence that the cost recovery rates for printing and distribution services have been reviewed and updated.	31 December 2016
3	The UNOG Division of Conference Management should prepare an action plan on workforce flexibility and in connection with this exercise conduct a structured assessment of the training needs of the Production and Support Service staff.	Important	O	Receipt of the results of the training needs assessment and an action plan on workforce flexibility.	31 March 2017
4	The UNOG Division of Conference Management should conduct a needs assessment for equipment replacement in the Production and Support Service and develop a plan for replacement and/or lease.	Important	O	Receipt of the results of the needs assessment for equipment replacement in PSS and the plan for replacement and/or lease of equipment.	31 December 2016
5	The UNOG Division of Conference Management should strengthen the coordination between Production and Support Service (PSS) and the Monitoring, Evaluation, Risk Management and Statistical Verification Section to ensure that: (a) appropriate resources are allocated for evaluating publishing services; and (b) mitigation strategies	Important	O	Receipt of evidence that: (a) resources needed to evaluate publishing services have been assessed and allocated; and (b) strategies to mitigate identified risks have been established.	31 December 2017

<sup>2</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>3</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

<sup>4</sup> C = closed, O = open

<sup>5</sup> Date provided by UNOG in response to recommendations.

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of publishing services at the United Nations Office at Geneva

Recom. no.	Recommendation	Critical <sup>2</sup> / Important <sup>3</sup>	C/ O <sup>4</sup>	Actions needed to close recommendation	Implementation date <sup>5</sup>
	are established for identified risks and incorporated in the PSS work plan.				
6	The UNOG Division of Conference Management should strengthen consultations with clients including: (a) soliciting feedback on quality and timeliness of printing and distribution services; (b) conducting needs assessments; and (c) raising awareness of the printing services it can provide.	Important	O	Receipt of evidence that DCM has strengthened consultations with clients to include soliciting feedback on quality and timeliness of printing and distribution services, conducting needs assessments, and raising awareness of the printing services DCM can provide.	31 December 2016
7	The UNOG Division of Conference Management (DCM) should: (a) track the implementation of recommendations made in the safety audit against clearly established target dates; and (b) refer to the appropriate divisions (or senior management) issues that do not pertain to DCM responsibility.	Important	O	Receipt of evidence that the recommendations in the safety audit are tracked and those that do not pertain to DCM responsibility have been referred to appropriate divisions or senior management.	31 December 2016
8	The UNOG Division of Conference Management should take measures to strengthen coordination between the Distribution Section and the UNOG Mailing Unit.	Important	O	Receipt of evidence that coordination between the Distribution Section and the UNOG Mailing Unit has been strengthened.	30 September 2017

# **APPENDIX I**

## **Management Response**

## Management Response

## Audit of publishing services at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>6</sup> / Important <sup>7</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The UNOG Division of Conference Management should finalize the Production and Support Service Standard Operating Procedures that have been drafted and prepare additional ones to cover all printing and distribution functions.	Important	Yes	Chief of Production and Support Service	31Dec16 (in-process SOPs)  31Dec17 (new SOPs)	<b>a.</b> In-process SOPs will be finalized by end December 2016. <b>b.</b> SOPs yet to be initiated will be finalized by end December 2017.
2	The UNOG Division of Conference Management, in consultation with the UNOG Division of Administration, should review the cost recovery rates for printing and distribution services and update them on an annual basis.	Important	Yes	Chief of Production and Support Service (average hourly rate for printing publications)  Chief of FRMS (cost recovery rates for printing and distribution of parliamentary documents)	31Dec16 (average hourly rate for printing publications)  31Dec16 (issuance of updated UNOG Administrative and Financial Instruction No: 18)	<b>a.</b> The average hourly rate for printing publications will be reviewed and updated by end December 2016. <b>b.</b> The rates for printing and distribution of parliamentary documents have been reviewed and submitted to DCM/EO for submission to UNOG/FRMS, which will update UNOG Administrative and Financial Instruction No: 18.
3	The UNOG Division of Conference Management should prepare an action plan on workforce flexibility and in	Important	Yes	Chief of Production and Support	30Nov16 (needs assessment project overview;	<b>a.</b> PSS will formulate a needs assessment project overview by end November 2016.

<sup>6</sup> Critical recommendations address critical and/or pervasive deficiencies in governance, risk management or control processes, such that reasonable assurance cannot be provided with regard to the achievement of control and/or business objectives under review.

<sup>7</sup> Important recommendations address important (but not critical or pervasive) deficiencies in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

## Management Response

## Audit of publishing services at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>6</sup> / Important <sup>7</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	connection with this exercise conduct a structured assessment of the training needs of the Production and Support Service staff.			Service	draft 2017 training plan) 31Mar17 (complete update of job descriptions)	<b>b.</b> PSS completed interviews for its first Distribution/Printing hybrid post, advertised via Job Opening #64280, on 4 August 2016. It is expected that the incumbent will occupy the post as of 1 November 2016. <b>c.</b> PSS 2017 draft training plan of External Studies, SDLS and on the job training to be submitted by end November 2016. <b>d.</b> PSS job descriptions to be updated to formally include flexibility within and across Sections, as appropriate, by 1 <sup>st</sup> quarter 2017.
4	The UNOG Division of Conference Management should conduct a needs assessment for equipment replacement in the Production and Support Service and develop a plan for replacement and/or lease.	Important	Yes	Chief of Production and Support Service	31Oct16 (consolidated equipment list) 31Dec16 (needs assessment and finalize plan with Procurement)	<b>a.</b> PSS to complete consolidated equipment list by end October 2016. <b>b.</b> Conduct needs assessment exercise and finalize replacement and/or lease plan with Procurement by end December 2016.
5	The UNOG Division of Conference Management should strengthen the coordination between Production and Support Service (PSS) and the Monitoring, Evaluation, Risk Management and Statistical Verification Section to ensure that: (a) appropriate resources are allocated for evaluating publishing services; and (b) mitigation strategies are established for identified risks and incorporated in the PSS work plan	Important	Yes	Chief of Production and Support Service and Chief of MERS	31Dec17	PSS to coordinate this recommendation with MERS.
6	The UNOG Division of Conference	Important	Yes	Chief of	31Dec16	<b>a.</b> PSS and MERS to coordinate on

## Management Response

## Audit of publishing services at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical <sup>6</sup> / Important <sup>7</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	Management should strengthen consultations with clients including: (a) soliciting feedback on quality and timeliness of printing and distribution services; (b) conducting needs assessments; and (c) raising awareness of the printing services it can provide.			Production and Support Service		inclusion of printing in the DCM Client Survey for 2017. <b>b.</b> PSS needs assessment exercise/survey of clients, existing and potential, to be completed by end December 2016 for 2017 requirements. <b>c.</b> PSS Printing Day activities of 19 October 2016 will be part of printing and distribution services awareness campaign. to be presented by end December 2016. PSS will provide a briefing on available services at their needs assessment meetings with clients. Printing and distribution inter- and intranet pages and brochure to be updated by end of 2016.
7	The UNOG Division of Conference Management (DCM) should: (a) track the implementation of recommendations made in the safety audit against clearly established target dates; and (b) refer to the appropriate divisions (or senior management) issues that do not pertain to DCM responsibility.	Important	Yes	EMS Manager	31Dec16	<b>a.</b> PSS/EMS Steering Committee to review the recommendations from the most recent safety audit and indicate actions taken in detail incorporating it into next EMS/Auditor meeting scheduled for October 2016. <b>b.</b> EMS Manager to contact appropriate Offices on safety issues raised by Security not under purview of PSS by end December 2016.
8	The UNOG Division of Conference Management should take measures to strengthen coordination between the Distribution Section and the UNOG Mailing Unit.	Important	Yes	Chief of Distribution Section And Chief of UNOG Mailing Unit	30Sep17	<b>a.</b> PSS to coordinate with CSS on this recommendation by 3 <sup>rd</sup> quarter of 2017.



**Management Response**

**Audit of publishing services at the United Nations Office at Geneva**