

Evaluation of Department of Management-Office of Human Resources Management

06 March 2018

Assignment No: IED-18-006



INSPECTION AND EVALUATION DIVISION

FUNCTION

“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;” (General Assembly [Resolution 48/218 B](#)).

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Summary

The Office of Internal Oversight Services (OIOS) assessed the relevance, efficiency and effectiveness of human resources management as supported by the Department of Management (DM). While the primary focus of the evaluation was on the Office of Human Resources Management (OHRM), other parts of the Department engaged in human resources management activities were also included in the scope. The evaluation was conducted using surveys, interviews, document and policy reviews, direct observation, secondary data analyses and a benchmarking review.

DM, primarily through OHRM, has provided critical support to the Organization in human resources management in a complex, fluid and highly regulated environment characterized by continuous organizational reforms, shifting and competing priorities, and resource constraints. This has stretched its capacity to provide strategic leadership and a client orientation in the human resources area. To be fully effective, human resources management requires a successful partnership between DM-OHRM and the programme managers directly responsible for administering human resources activities.

Within this complex environment, OHRM has had the challenging task of formulating human resources policies for increasing broadly-defined goals and requirements. The current policy framework does not facilitate the achievement of the Organization's goals, primarily due to it being voluminous, fragmented, outdated and at times contradictory. New policy issuances were often not communicated in a timely manner, and there was no mechanism for ensuring policy changes were responsive and coherent. Both clients and staff perceived the framework and its implementation as focusing more on compliance than on results.

Primarily due to an outdated delegation of authority framework, lack of a central repository and over-reliance on institutional memory, clients were unclear about the human resources authorities delegated to them. This contributed to a lack of clarity and inconsistency in the interpretation of delegation of authority across Departments and Offices of the Secretariat, which in turn contributed to inefficiencies. Furthermore, OHRM has not systematically monitored the use of authorities delegated.

The Secretariat talent management framework comprising four components – workforce planning, selection and recruitment, performance management, and learning and career development – has seen some progress. This has included, for example: developing tools and guides for workforce planning; piloting testing modalities for candidate filtering; closing knowledge gaps on performance management; and offering opportunities for online learning. However, shortcomings remained in each of the four components, and integration between them was lacking.

OIOS makes seven important recommendations to DM-OHRM:

- Support the ongoing simplification and streamlining of policies project;
- Strengthen the procedure for promulgating new or revised administrative issuances;
- Establish a clear delegation of authority through a new framework;
- Further strengthen workforce planning;
- Strengthen the components/requirements within the selection and recruitment policy;
- Recognize and enhance the Secretariat human resources community by establishing a certified training programme; and
- Introduce specific measures to enhance its overall client orientation.

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I. Introduction and Objective

1. The Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS) identified the Department of Management (DM) for evaluation on the basis of a risk assessment designed to identify Secretariat programme evaluation priorities. The Committee for Programme and Coordination selected the programme evaluation of DM for consideration at its 59th session, to be held in June 2019.¹ The General Assembly endorsed the selection in its resolution 72/9.

2. The general frame of reference for OIOS is set out in General Assembly resolutions 48/218B, 54/244, 59/272, as well as ST/SGB/273, which authorizes OIOS to initiate, carry out and report on any action that it considers necessary to fulfil its responsibilities. OIOS evaluation is provided for in the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) (ST/SGB/2016/6).²

3. The overall evaluation objective was to assess the relevance, efficiency and effectiveness of human resources management as supported by the Department of Management. While the primary focus of the evaluation was on the Office of Human Resources Management (OHRM), other parts of the Department engaged in human resources management activities were also included in the scope. The evaluation topic emerged from a programme-level risk assessment described in the evaluation inception paper.³ The evaluation was conducted in conformity with the norms and standards for evaluation in the United Nations system.⁴

4. DM management comments were sought on the draft report and taken into account. The formal DM response is included in the annex.

II. Background

Mandate and roles

5. DM mandates derive from the Charter of the United Nations,⁵ General Assembly resolutions,⁶ the Financial and Staff Regulations and the PPBME. The overall objective of DM was to “ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization.”⁷

6. DM plays three key roles:

- (i) **Policy and procedural formulation and enforcement**, assisting the Secretary-General in formulating and ensuring compliance with policies, rules and regulations emanating from the General Assembly.

¹ Report of the Committee for Programme and Coordination, Fifty-seventh session, A/72/16, June 2017.

² ST/SGB/2016/6, Regulation 7.1: (a) To determine as systematically and objectively as possible the relevance, efficiency, effectiveness and impact of the Organization’s activities in relation to their objectives; and (b) to enable the Secretariat and Member States to engage in systematic reflection, with a view to increasing the effectiveness of the main programme of the Organization by altering their content and, if necessary, reviewing their objectives.

³ IED-17-006, IED-OIOS Inception Paper: Programme evaluation of the Department of Management, 5 June 2017.

⁴ Re-issued by the United Nations Evaluation Group (UNEG) in 2016.

⁵ Specifically, Articles 8, 17, 97, 100 and 101.

⁶ Two most recent General Assembly resolutions on human resources management were A/RES/71/263 and A/RES/72/254.

⁷ Section 29 of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 29)).

- (ii) **Administrative support service**, providing administrative support services to departments across finance, programme planning, budgeting, monitoring and reporting, information technology, human resources and central support areas.⁸
- (iii) **Strategic guidance and direction**, leading Secretariat reform initiatives.

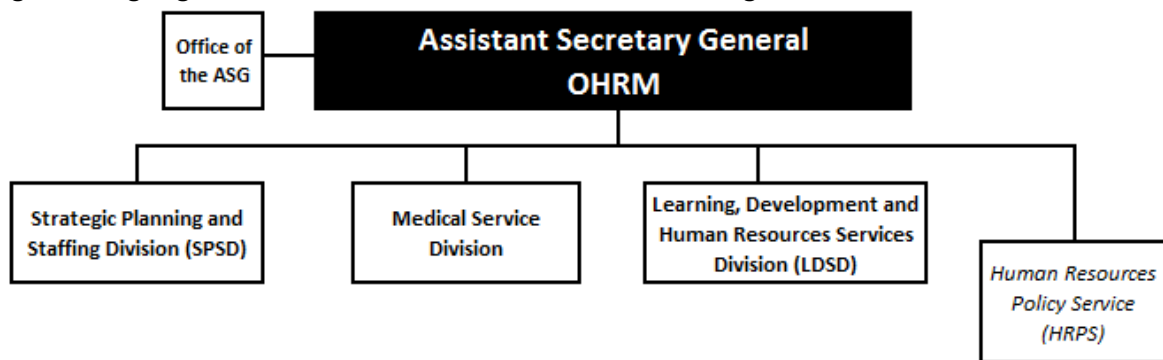
Leadership and structure

7. DM is led by an Under-Secretary-General (USG) who is supported by four Assistant Secretary-Generals (ASGs) responsible for: central support services; human resource management; programme planning, budget and accounts; and information, communication and technology.

Human resources management

8. The Office of Human Resources Management (OHRM) is the central authority for human resources management. OHRM is responsible for developing and implementing policies, programme procedures and supporting systems on staff selection, career development, conditions of service, performance management and staff health. Figure 1 shows the OHRM structure.

Figure 1: Organigramme of the Office of Human Resources Management⁹

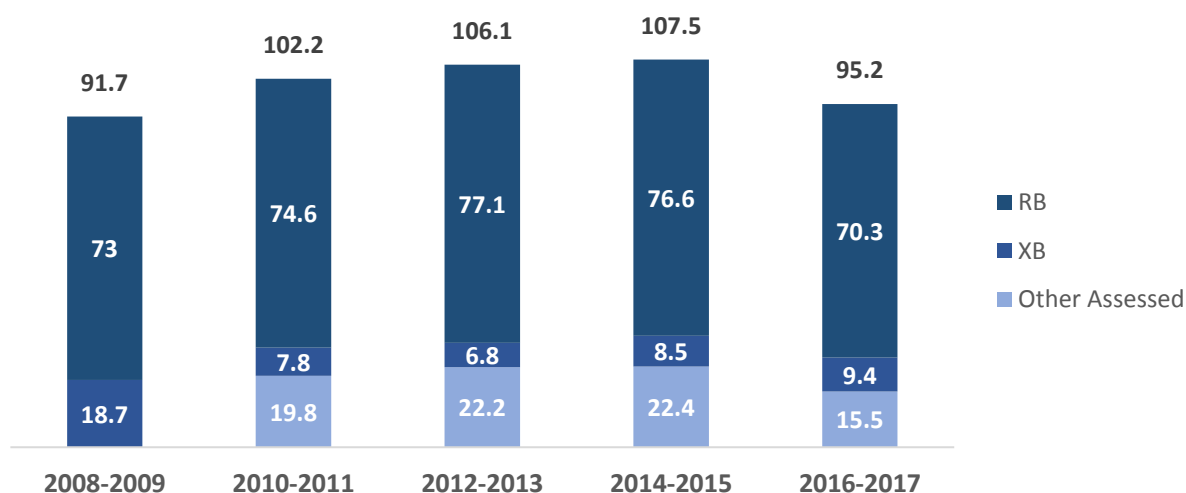


Resources

9. OHRM financial and post resources remained stable from 2010-2011 to 2016-2017, shown in Figures 2 and 3. Changes from 2012-2013 to 2016-2017 concerned resources allocated to the human resources information systems component created in 2010-2011; this moved to the Office of Information and Communication Technology in 2016-2017.

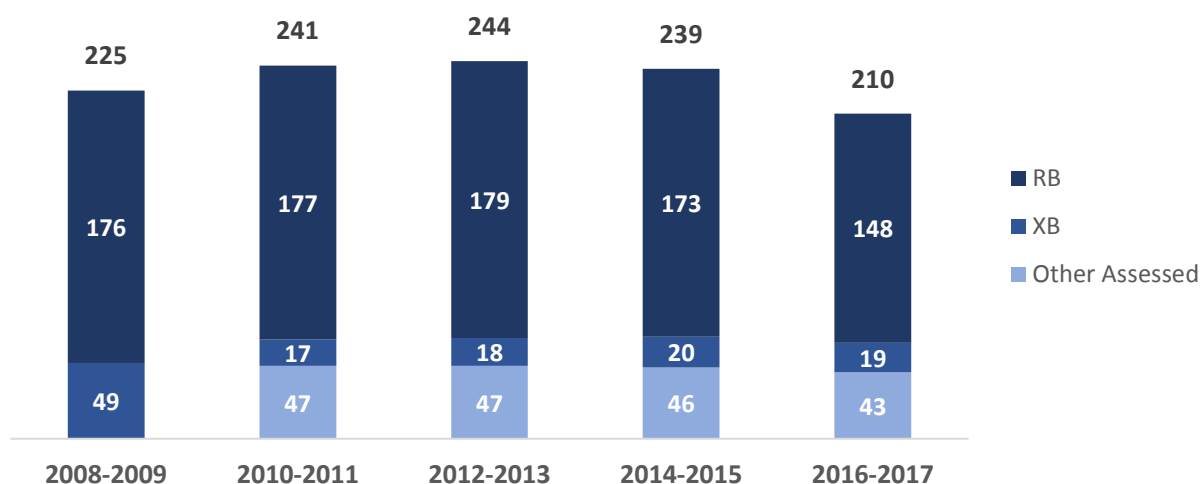
⁸ Peacekeeping and special political missions are primarily supported by the Department for Field Support (ST/SGB/2010/2).
⁹ The organigramme shows divisions and the Human Resources Policy Service.

Figure 2: OHRM financial resources in million USD, 2008-2017



Source: OHRM Proposed programme budget A/64/6 (Sect. 28C), A/66/6 (Sect. 29C), A/68/6 (Sect. 29C) and A/70/6 (Sect. 29C), A/72/6 (Sect. 29C)

Figure 3: OHRM post resources, 2008-2017



Source: OHRM Proposed programme budget A/64/6 (Sect. 28C), A/66/6 (Sect. 29C), A/68/6 (Sect. 29C) and A/70/6 (Sect. 29C), A/72/6 (Sect. 29C)

10. In 2016¹⁰ the Secretary-General introduced an updated human resources management framework which will be further updated for the consideration by the General Assembly at its 73rd session in 2018.

11. In managing talent, the framework aimed at integrating four elements of human resources: workforce planning; selection and recruitment; performance management; and learning and career development.¹¹

III. Methodology

¹⁰ A/71/323.

¹¹ A/71/323.

12. This evaluation focused on the following four questions:¹²
- i. To what extent are the activities undertaken by DM in human resources aligned with its overall mandate?
 - ii. To what extent are current structural arrangements - with regard to playing both a policy and service provider role in the human resources area - efficient?
 - iii. How efficient has DM been in providing policies and services, particularly in the human resources area?
 - iv. How effective has DM been in ensuring the Organization has the staff it needs to achieve its goals?

13. The scope of the evaluation excluded peacekeeping and special political missions, as well as the managed mobility system, for which a separate General Assembly-mandated review was underway.¹³

14. The evaluation employed the following qualitative and quantitative data collection methods. All evaluation results were triangulated with multiple data sources.

- i. **Interviews**, in person or by telephone, with DM staff, clients and other entities, as shown in Table 1;

Table 1: Interviews

Number of Interviews	Type of interviewee
Staff	
39	DM staff
Clients	
14	Offices Away from Headquarters (OAFHs) - United Nations Office in Geneva (UNOG), United Nations Office in Vienna (UNOV), United Nations Office in Nairobi (UNON)
12	Executive Offices (EOs) of Headquarter-based Secretariat entities
8	Secretariat entities and units outside of Headquarters
5	Regional commissions
Other	
9	Non-Secretariat entities
5	Regional groups of the Bureau of the Fifth Committee

- ii. **Web-based surveys** conducted in mid-2017 of:
 - A non-random sample of Secretariat managers (manager survey),¹⁴
 - All 34 Heads of Department/Office;¹⁵
- iii. **Mission** to UNOG;
- iv. **Document review** of: academic journals and prior reports on past United Nations reforms;
- v. **Analysis** of human resources data from HR Insight, Umoja and other sources provided by OHRM;
- vi. **Direct observation** of three meetings with DM and EOs in New York;

¹² Efficiency is defined as the timeliness and cost-effectiveness of human resources activities; effectiveness is defined as the extent to which objectives have been achieved.

¹³ A/RES/68/265.

¹⁴ The survey was sent to 1,916 staff who had been both a Hiring or Programme Manager in an Inspira-based recruitment process since 2013, and a First Reporting Officer in the 2016-2017 performance cycle; 834 responded, for a 44 per cent response rate.

¹⁵ The survey was sent to 34 Heads of Department/Office; 17 responded, for a 50 per cent response rate.

- vii. **Analysis** of data on exceptions and discretionary actions compiled from information provided by EOs, OAfHs and regional commissions;
- viii. **Analysis** of human resources-related Secretary-General's bulletins (SGBs) and administrative instructions (AIs) in force as of 31 December 2017, including an in-depth review of the temporary appointment policy;
- ix. **Secondary data analysis** of past evaluations, audits, budget information and DM programme performance reports; and
- x. **Benchmarking** to compare talent management frameworks in the United Nations Development Programme (UNDP) and the World Bank.¹⁶

15. For the purpose of this evaluation, interviewed DM-OHRM clients will refer to EOs, OAfHs, regional commissions, and other Secretariat entities and units. Surveyed clients will refer to Heads of Department/Office.

IV. Evaluation Results

A. Continuous reforms and shifting priorities have changed the focus of DM-OHRM and stretched its capacity to provide strategic leadership and support to the Organization in human resources management

Successive organizational reforms and evolving mandates have shifted OHRM focus over different bienniums

16. Since the late 1990s, DM has been tasked with leading the implementation of continuous organizational reforms and Secretariat-wide initiatives in human resources management. Some recent initiatives included: Inspira; contractual arrangements and harmonization of conditions of service; Umoja; the managed mobility system; the new common system compensation package; and the system-wide gender parity strategy. A 2008 OIOS evaluation of OHRM found that continuous reform efforts had overburdened the Office and diminished its planning and policy development capacity.¹⁷ Interviews conducted with DM-OHRM clients and DM staff confirmed that, ten years later, OHRM remained overwhelmed with multiple priorities. OHRM provided critical human resources support to the Organization in a complex environment that is fluid and highly regulated; it also relied on an effective partnership with programme managers for the delivery of human resources activities.

17. Since 2004-2005, with the exception of the Medical Services Division (MSD), OHRM underwent restructuring to support the implementation of reform initiatives, repositioning parts of the Office and changing objectives and expected accomplishments. In particular, the policy, strategic planning and staffing components changed significantly from 2008-2009 to 2014-2015. For example, the multipronged objectives were replaced with single ones in 2012-2013. Regarding expected accomplishments, processing of appeals was added in 2010-2011, while facilitated voluntary mobility, and providing data and reports to intergovernmental bodies, were added in 2012-2013. Monitoring of delegated authority in human resources and workforce planning were dropped as expected accomplishments in 2014-2015.¹⁸

¹⁶ The benchmarking was conducted by human resources expert consultants.

¹⁷ In-depth evaluation of the Office of Human Resources Management, A/63/221.

¹⁸ OIOS analysis of OHRM proposed biennial programme budgets from 2004-2005 to 2016-2017.

Overall resource levels within OHRM have not increased with the greater workload of leading organizational reforms

18. Some reform initiatives, including the managed mobility system, the common system compensation package, and the system-wide gender parity strategy, have been implemented within existing resources. During this time, overall OHRM resource levels remained mostly constant. Fifteen of the 23 OHRM staff interviewed stressed the challenge of tackling a growing list of priorities without concurrent resource increases.

DM-OHRM provided insufficient strategic leadership to align its various human resources initiatives

19. While greater workload associated with organizational reform was not accompanied by corresponding resources increase, as noted above, DM leadership in these initiatives was not always sufficiently strategic. Only six of 18 Heads of Department/Office surveyed rated DM overall strategic leadership on human resources management as good, and interviews with representatives of EOs, OAFHs and regional commissions confirmed this. OHRM experienced a critical internal leadership vacuum when leadership was needed to guide the large-scale initiatives reshaping the human resources management system of the Organization. The unexpected departure of the former ASG-OHRM in October 2016 created a high-level gap for approximately ten months; this also overlapped with a transition at the USG level. Sixteen of 39 DM staff interviewed stated that the Department conducted its business without an overarching vision to provide coherence to its work.

20. DM-OHRM has not been perceived as sufficiently client oriented. Only seven of 19 Heads of Department/Office surveyed reported being satisfied with the overall human resources management support provided by DM-OHRM, and EO and regional commission representatives interviewed did not rate DM-OHRM support on critical human resources functions very highly, as shown in Table 2. Also, 11 of 20 EO, OAFH and regional commission representatives interviewed highlighted a lack of client orientation in some human resources areas, with four of them attributing it to heavy workloads related to continuous reform initiatives. Fourteen of 39 DM staff interviewed also felt that client focus was missing in the work of DM-OHRM.

Table 2: Clients did not rate DM-OHRM support highly

Human resources function	Rating		
	Poor	Fair	Good
DM-OHMR support with <i>recruitment</i>	7	3	4
DM-OHRM support with <i>staff performance</i>	2	5	8
DM-OHRM support with <i>staff learning and development</i>	2	6	5

Source: OIOS interviews with EOs and regional commissions

B. The human resource policy framework does not facilitate the achievement of the human resources goals of the Organization

OHRM has been responsible for formulating human resources policies for a growing number of broadly-defined goals and requirements

21. The General Assembly has established a variety of principles, goals and considerations for Secretariat human resources management, reflecting the diverse interests of Member States. These included:

- a. equitable geographical distribution;¹⁹
- b. equality of the two working languages;²⁰
- c. command of the official language(s) spoken in the country of residence;²¹
- d. equal treatment of candidates with equivalent educational backgrounds;²²
- e. adequate representation of women from developing countries;²³
- f. equal treatment of internal and external candidates;²⁴ and
- g. representation of developing countries.²⁵

22. In its resolution 68/252, the General Assembly reaffirmed the Fifth Committee role in “carrying out an appropriately thorough analysis of human and financial resources and policies and approving them.”²⁶ OHRM had the challenging task of developing detailed policy proposals for Member State consideration and approval and, once approved, formulating administrative issuances to interpret and operationalize the principles and goals of the resolutions.

The human resources policy framework was voluminous, fragmented, outdated and contained gaps and contradictions

23. The human resources policy framework was large and fragmented. At the end of 2017 there were 66 SGBs and 115 AIs related to human resources.²⁷ The 115 AIs totaled 639 pages, averaging seven pages each. Some staff rules or topics were covered by an SGB and corresponding AI, while others were addressed by only one type of issuance. In other instances, multiple SGBs and/or AIs covered the same topic. Additionally, the USG-DM and ASG-OHRM have issued several interoffice memoranda establishing additional guidelines, further compounding the fragmentation of the policy framework.

24. The policy framework was also outdated. Thirty-one per cent of the 66 SGBs and 41 per cent of the 115 AIs were at least 15 years old, shown in Figure 4. Many contained provisions that were unaligned or contradicted more recent rules. For example, ST/AI/401 “Personnel arrangements for the Office of Internal Oversight Services,” issued in 1995 and last amended in 2003, stipulates that the USG for OIOS has authority to appoint, promote and terminate contracts of his/her staff. ST/SGB/2015/1 “Delegation of authority in the administration of the Staff Regulations and Staff Rules,” issued in 2015, states, however, that the Secretary-General has this authority for staff at the D-2 level and above. The contradictions often occurred due to not revising the provisions in existing issuances when a new policy introduced a new or revised rule.

¹⁹ A/RES/71/263, paragraph 8.

²⁰ A/RES/71/263, paragraph 10.

²¹ A/RES/71/263, paragraph 11.

²² A/RES/71/263, paragraph 7.

²³ A/RES/71/263, paragraph 20.

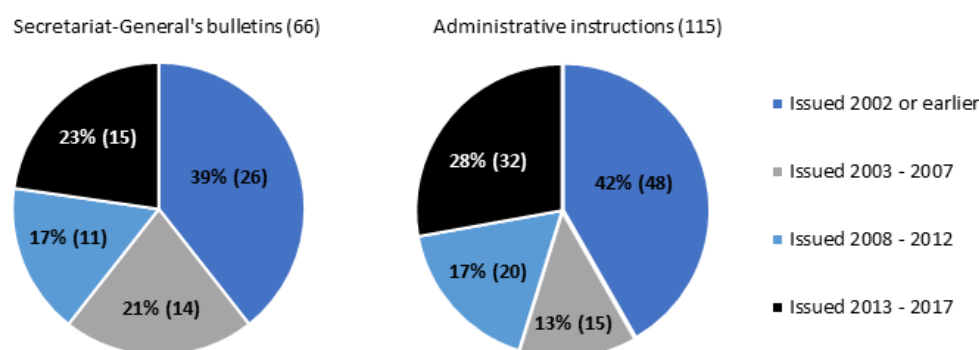
²⁴ A/RES/68/265, paragraph 10.

²⁵ A/RES/67/255, paragraph 47.

²⁶ A/RES/68/252, paragraph 4.

²⁷ These represent SGBs and AIs that are listed under the category of human resources in the Indexes to administrative issuances.

Figure 4: 39% of SGBs and 42% of AIs on human resources were issued more than 15 years ago



Source: OIOS analysis of human resources-related SGBs and AIs in force as of 31 December 2017

25. DM-OHRM clients also identified gaps in the policy framework. The EOs, OAfHs and regional commissions identified 17 areas that were critical to their operations where no AIs or guidelines existed, or where existing AIs were obsolete. These included, among others: retrenchment and downsizing; and temporary assignments, for which the main policy (ST/AI/404 “Assignment to and return from mission detail,” issued in 1995) was outdated.

The policy framework required significant interpretation and judgement, thus resulting in administrative inefficiency and inconsistent application

26. The policy framework contained two types of irregular actions: discretionary actions and exceptions to staff rules which only the ASG for OHRM has the authority to make. Twenty-eight (68 per cent) of the original and revised 41 AIs issued from 2003 to 2017 contained at least one discretionary action. Six DM staff volunteered there were too many discretionary actions and exceptions, creating risk of these irregular actions becoming the norm.

27. Both DM-OHRM clients and DM staff considered human resources policies to be too complicated. Only seven of 19 Heads of Department/Office surveyed thought OHRM provided clear organizational policy and guidelines on human resources management, and over half of the EO, OAfH and regional commission representatives interviewed (11 of 20) expressed that human resources rules and policies were complex, confusing and/or difficult to understand. Fourteen of 39 DM staff interviewed voiced the same opinion, attributing this to several factors, including: intergovernmental decisions reflecting diverse Member State interests; the requirement to consult staff representatives; the influence of the administration of justice system; and OHRM itself putting in place measures to prevent abuse.

28. Understanding and interpreting this complex policy framework thus was a major challenge. Policy interpretation and exercise of discretionary actions largely relied upon the knowledge and individual judgement of human resources practitioners throughout the Organization. Certain cases were referred to multiple authorities, from an EO or local human resources office to one or more units in an OAfH and/or OHRM. Within OHRM, policy interpretation responsibilities were diffused. Ten EO, OAfH and regional commission representatives and eight DM staff interviewed stated that policy interpretation and review of requests for exceptions required a considerable amount of time and resources. The process was said to slow down operations and affect delivery of programmatic mandates. Six Heads of Department/Office surveyed expressed concern with unclear, inconsistent

and/or conflicting policy interpretation; five EO, OAfH and regional commission representatives also noted a lack of transparency in the approval processes for discretionary actions and exceptions.

Clients and staff perceived that the framework and its implementation focused disproportionately on compliance rather than results, and did not adequately respond to operational needs

29. Both DM-OHRM clients and DM staff interviewed stated that the human resources policy framework and its implementation were overly focused on compliance. More than half of EO, OAfH and regional commission representatives (11 of 20) and eight of 39 DM staff indicated that OHRM focused excessively on processes and strict compliance with rules to the detriment of actively finding efficient and effective ways of supporting mandate delivery.

30. Clients also described a lack of responsiveness to operational needs. Over half the Heads of Department/Office (10 of 19) surveyed noted human resources policies did not meet their specific operational needs: the policy framework was seen as lacking adequate flexibility to support diverse mandates in very different operational settings. Also, nearly half of EO, OAfH and regional commission representatives interviewed (9 of 20) felt that OHRM did not adequately take into consideration the inputs they provided on policy development and revision from the implementer perspective.

There was no mechanism for ensuring policy changes were responsive and coherent

31. No mechanism existed for making policy changes in response to common practice. The administration of temporary appointments was a notable example. The administrative instruction on the administration of temporary appointments (ST/AI/2010/4/Rev.1) only allowed initial appointments of less than one year, even when temporary vacancies of up to two years may be created for mission assignments or special leave, and initial appointments could be renewed “exceptionally” for up to another year. Data collected from the EOs, OAfHs and regional commissions showed that during the 12-month period from October 2016 to September 2017, at least 525 temporary appointments were exceptionally renewed beyond 364 days in accordance with the AI. At least 15 requests for extension over 729 days, all coming from DM, and at least 84 requests for a reduced break-in-service before starting a new temporary contract, were approved as exceptions to staff rules. However, OHRM did not monitor discretionary actions, including renewal of temporary appointments beyond 364 days, and lessons learned from using discretionary actions and exceptions did not trigger policy revisions. A 2017 OIOS audit similarly found that policy development and revisions were not evidence-based.²⁸

32. A mechanism for identifying gaps and facilitating coherence within the human resources policy framework was lacking; the 2017 OIOS audit reported no proper framework to review and monitor gaps in policies and procedures. The process for promulgating new administrative issuances did not involve a systematic review of the existing policies to check for measures that were inconsistent with the new policy or detrimental to its goals.²⁹

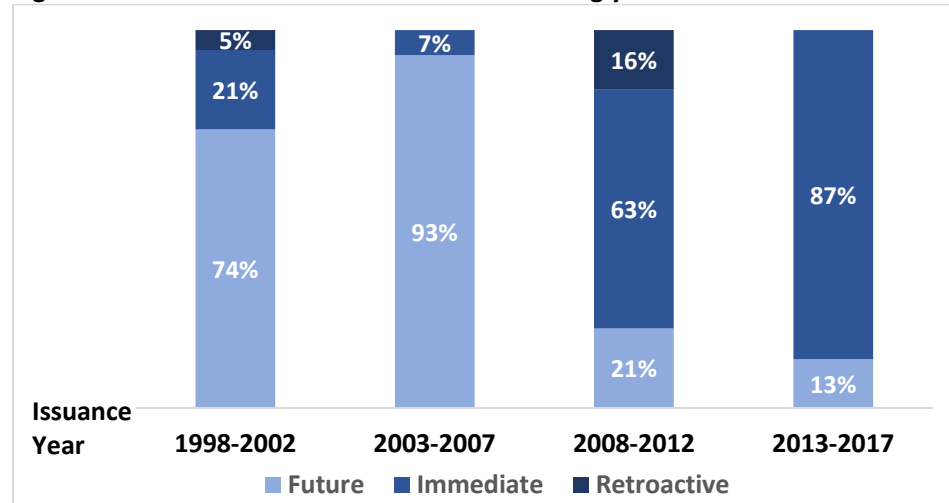
²⁸ OIOS, Audit of the process of promulgating administrative issuances in the United Nations Secretariat (Report 2017/064), 29 June 2017.

²⁹ Workflow on the promulgation of human resources related administrative issuances (SGBs, AIs, ICs), 10 November 2017, received from the Policy and Conditions of Service Section of the Human Resources Policy Service.

Human resources policies and procedures were increasingly issued with little preparation time for implementation with limited communication

33. New or revised policies and procedures were increasingly issued without preparation time for those implementing them or for affected staff, shown in Figure 5.

Figure 5: Administrative instructions are increasingly issued with immediate enforcement



Source: OIOS analysis of human resources-related AIs in force as of 31 December 2017

34. OHRM had not communicated new or existing policies and procedures to staff in a timely manner. The 2017 OIOS audit found that information circulars were not consistently used to communicate key rules, policies and procedures to staff. The coverage and timeliness of iSeek news articles on human resources policies and procedures were also inadequate. In 2017, OHRM posted 29 global and nine New York-specific articles on iSeek that covered human resources topics. Only six of them featured policies or procedures. The new AI on unsatisfactory conduct and investigations, issued on 26 October 2017 with immediate enforcement, was not announced on iSeek until 3 January 2018. Some DM-OHRM clients and DM staff interviewed also noted a lack of adequate explanation of policy rationale, including in communicating policy interpretation and decisions regarding discretionary actions and exceptions.

Resources devoted to human resources policy development were limited

35. The Human Resources Policy Service within OHRM was headed by a D-1 Chief reporting to the ASG, unlike the other three OHRM units which were each headed by a D-2 Director. Its Policy and Conditions of Service Section, which was responsible for policy development, amendment, guidance and interpretation and servicing of the International Civil Service Commission and intergovernmental meetings, had six Professional posts (1 P-5, 4 P-4 and 1 P-2) and three General Service posts in 2017.³⁰ With its small staff, the section was overwhelmed with implementing changes mandated by the General Assembly and supporting reforms.

C. The delegation of authority framework on human resources has lacked clarity and contributed to inefficiencies, and there has been little monitoring

³⁰ Excluding one P-3 and one General Service post belonging to the section that were being temporarily loaned to other parts of OHRM from May 2016 to December 2017.

The delegation of authority framework has not been updated

36. The framework for delegation of authority was outdated, despite several efforts to update it. Its main administrative instruction was promulgated in 1989 and has not been significantly revised since then. A guidebook on delegation of authority was started in 2005 but not completed, and a comprehensive review submitted by OHRM to the Executive Office of the Secretary-General in 2011 resulted in the promulgation of a Secretary-General's bulletin in 2015 that only covered the authority retained by the Secretary-General.

Clarity and consistency have been lacking, leading to inefficiencies

37. DM-OHRM clients were unclear about the human resources authorities delegated to them. This result had also been reported in the 2008 OIOS evaluation of OHRM and was still a concern. Of 27 EO, OAfH and regional commission staff who commented on this issue during interviews, 20 reported they were unclear on the authorities delegated to them. Some examples of where clarity was lacking included: the special post allowance; appointments at the D-2 level; and confusion on the roles for EOs and OHRM within the former Headquarters Deployment Group. This view was also shared at a higher level, with four of 17 Heads of Department/Office survey respondents mentioning the shortcomings of the delegation of authority framework and the need for revision, simplification and increased accountability. The 2017 OIOS audit described how OHRM officers themselves were not clear about their own delegated authority and did not receive adequate guidance from senior staff in the Office.

38. The lack of a central repository on delegations has further contributed to lack of clarity. Out of 311 delegated decisions derived from the Staff Rules and Regulations³¹, 33 per cent were disseminated by memo and fax. OHRM maintained only printed copies of these individual memos and the numerous written communications responding to specific clarification requests, which made fast and easy retrieval challenging. Thus, OHRM and its clients needed to manually search through past correspondences to confirm existing arrangements of delegations. Compounding this challenge was significant reliance on institutional memory on past decisions taken; when staff left, there was a risk of losing their knowledge, especially if information on delegation of authority was in personal emails and files and not passed to new staff.

39. Inconsistencies in the delegation of authority have led to inefficiencies. For example, according to ST/AI/2013/4, OHRM should clear the reengagement of former or retired staff as consultants or individual contractors. However, UNOG indicated that several entities, including themselves, the United Nations Conference on Trade and Development and the Office for the Coordination of Humanitarian Affairs field offices, exercised full delegation on the administration of consultants and individual contractors, and that UNOG had not sought OHRM clearance for the reengagement of former or retired staff as consultants or individual contractors. Another example of inconsistency on delegation of authority between New York-based entities and OAfHs was on the approval for outside occupation or employment of staff. The lack of clarity produced significant administrative back-and-forth between OHRM and clients, resulting in inefficiency due to the length of time needed to reach agreement. Two Heads of Department/Office surveyed also volunteered that the delegation of authority was too centralized.

³¹ Working document as of 10 September 2017 provided by OHRM on 20 November 2017.

OHRM did not systematically monitor the use of delegated authority

40. Furthermore, OHRM has not sufficiently monitored the exercise of delegations of authority across the Organization and responsibility for the monitoring of delegated authorities was diffused within OHRM. OHRM only facilitated self-monitoring by Departments and Offices of a set of indicators through HR Insight–HR Scorecard Dashboard. Despite the implementation of Umoja, human resources reporting was limited and business intelligence reports, which could support the monitoring function by providing trends and comparison of practices across the Secretariat, were not yet available. The 2017 OIOS Audit also noted that DM-OHRM lacked a monitoring information system that would enable it to detect unauthorized exceptions.

D. OHRM has made progress on individual components of talent management, but shortcomings remain and integration was lacking

OHRM developed the basic tools for and supported implementation of workforce planning pilots, but workforce planning has not gained traction in the Secretariat

41. OHRM developed the tools to implement workforce planning, including a draft methodology in 2014 and a revised planning user guide in 2017. These tools meet industry standards: they comprehensively lay out the process and information in a straight-forward manner, and follow a model similar to other international organizations, including the World Bank. For example, the Secretariat process involves classifying the workforce into critical, core, support and misaligned or roles that need review; if critical positions are left vacant, there is a risk to effective programme delivery. The World Bank similarly identifies “mission critical” positions that are key to programme delivery. To gather lessons on good practices in applying workforce planning, OHRM supported the implementation of a pilot in the MSD and 14 peacekeeping missions. The MSD pilot was demonstrated to be useful in identifying areas where skills upgrading would be needed to keep the workforce in line with future needs.

42. Despite this progress, however, uptake in the rest of the Secretariat has been minimal.³² The Secretary-General has expressed a desire to see a robust workforce planning process mainstreamed into each United Nations entity, but apart from the MSD pilot and limited workforce planning concerning positions where staff were retiring as part of mobility exercises for the Political, Peace and Humanitarian network (POLNET), no other pilot has been conducted in a non-field environment. Interviews with staff involved in the pilots and other DM senior staff revealed four ~~three~~ possible explanations for this: workforce planning was not perceived by programme managers as an essential element of broader strategic planning; responsibility for promoting workforce planning has not been at a sufficiently senior level; dedicated OHRM resources were lacking; and managers ultimately did not have the authority to implement all recommendations from the planning, such as creation, elimination or movement of posts or redeployments of staff to other areas of the Secretariat.

Recruitment and selection policies, processes and practices have not fully supported the hiring of the best talent for the Organization

³² Excluding DFS, which was using workforce planning, and the Department of Safety and Security, which included workforce planning as a 2017 priority.

43. The length of the recruitment timeline continued to be a challenge. The Organization was far from the target of 120 days.³³ Overall timelines for non-roster recruitment increased from 220 days in 2014 to 254 days in 2016.³⁴ In the Senior Managers Compacts, a target for this stage was set to be 55 days for Departments and Offices with partial delegation of authority, while those with full delegation had a target of 83 days for all the steps under their authority;³⁵ in 2016 no single Office or Department achieved their targets. Furthermore, the 24 entities for which data were available on iSeek reported an increase in the number of days under their authority between 2015 and 2016.³⁶ Recruitment from rosters achieved the 120-day target, and 95 per cent of manager survey respondents viewed rosters as useful. However, the majority of recruitment continued to be non-roster: only 21 per cent of manager survey respondents said they used it in their last recruitment.

44. DM-OHRM clients reported that lengthy timelines have negatively affected the delivery of work and recruitment of the best candidates. In interviews, regional commissions, OAFHs and DM staff stated that recruitment was a time intensive process that ultimately detracted from their substantive work. In the manager survey, a majority (89 per cent) stated lengthy recruitment affected their ability to deliver work programmes to some or a large extent. They volunteered that prolonged recruitments prevented the Organization from hiring the best candidates, who often accepted other job offers due to the delays.

45. Overall, EOs and regional commissions did not consider OHRM to be effective in supporting recruitment; of 14 that responded to this question, half (7) rated that support as poor. In an attempt to further facilitate recruitment, in 2013 OHRM implemented a pilot using Internet-based preselection tests with the goal of reducing timelines under the authority of managers;³⁷ an internal assessment concluded the test reduced the pool of applicants by 89 per cent and recruitment times by around 30 days.³⁸

46. Figure 6 shows surveyed managers' suggestions to the recruitment process. In their most recent recruitment, they reported receiving, on average, more than 100 screened-in personal history profiles for review; for P-3 positions, the average was 176.³⁹ In interviews with EO, OAFH, and regional commission representatives, there was concurrence that the in-built eligibility filtering mechanisms in Inspira did not work and the number of candidates they received was excessive. They stated the burden of candidate assessment was compounded by painstaking procedures required by OHRM, such as providing justification on why each applicant was not selected, even for candidates clearly not meeting basic requirements.⁴⁰

³³ The target of 120 days was set in the Secretary-General's report A/55/253, dated 1 August 2000, in the context of the old selection system.

³⁴ Data from HR Insight. A/71/323 reported 239 days in 2015.

³⁵ These targets only applied to selections under ST/AI/2010/3.

³⁶ OIOS analysis of iSeek Senior Managers Compacts and Assessments for 2015-2016.

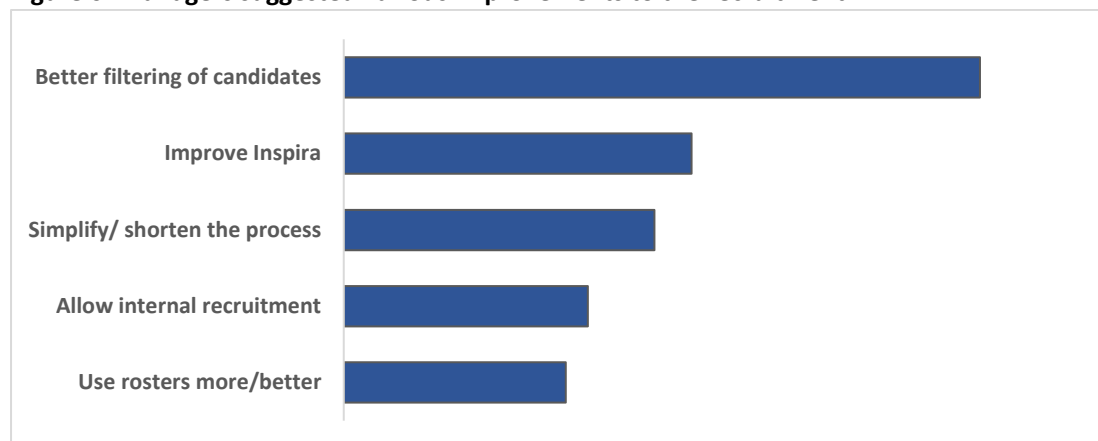
³⁷ The pilot was implemented in 2015 on 11 job openings in the Magnet Job Network; a modified version was used for staff POLNET selection and managed mobility.

³⁸ The Piloting of Unproctored Internet-Based Ability Testing in the United Nations Staff Selection System: The Assessment Project Report, 15 March 2016.

³⁹ This number was less than quoted in A/71/323: "hiring managers are required to review from 200 to 400 applications for positions at the P-3 level and up to 800 for positions at the P-4 level."

⁴⁰ Starting in December 2017, Hiring Managers were no longer required to give ratings in the areas of academics, work experience or language, or provide comments for applicants.

Figure 6: Managers suggested various improvements to the recruitment



Source: OIOS manager survey

47. Managers responding to the survey stated they thought the requirement of opening all vacancies to both internal and external candidates was not always the best selection approach. A benchmarking study by the Joint Inspection Unit⁴¹ found the Secretariat was the only entity of the United Nations System, apart from the United Nations Children Fund, that excluded an initial scan of internal talent.⁴² UNDP and the United Nations High Commissioner for Refugees (UNHCR), for example, initially post all vacancies except for entry-level posts internally, and fill them through internal promotion, transfer or reassignment, undertaking external recruitment exceptionally for specific categories or skills and with no suitable internal candidates.

Despite initiatives to improve performance management, the system continued to be viewed as mechanical and devoid of meaning

48. OHRM made strides in closing knowledge gaps related to performance management, and its support in this area was rated the most highly. In interviews, EO, OAfH and regional commission representatives highlighted the utility of the coaching and online videos on how to conduct difficult conversations. The Performance Management and Development Learning Programme for Managers, with a 78 per cent participation rate,⁴³ was provided during interviews as an example of a training program of good quality. The HR Portal, launched in 2015, offered a wealth of information on performance management. The data was comprehensive and organized by role with dedicated guidance for staff members, first reporting officers, heads of Department/Office and others. The learning catalog offered options on different topics of performance management such as setting performance goals, the mid-point review and addressing performance issues.

49. Compliance rates with ePerformance were high across the Secretariat, with an average of 90 per cent reported in 2016-2017.⁴⁴ There were, however, variances among entities and by staff category. In 2014, completion of ePerformance was included in the Senior Managers Compact with a target of 100 per cent; in 2016, of the 32 Secretariat entities reporting on the Compact, 15 had a completion rate of between 90 and 100 per cent. In the assessment of Senior Managers Compacts of

⁴¹ JIU/REP/2012/4

⁴² The previous staff selection system, ST/AI/2002/4, included an initial period of 15 or 30 days to consider internal lateral moves or promotions.

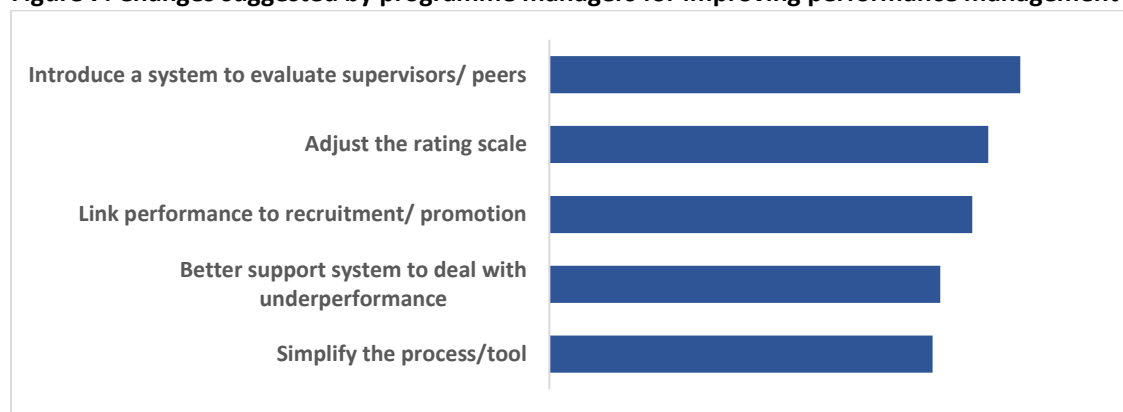
⁴³ OIOS manager survey.

⁴⁴ OHRM, Performance Management Overview, 2016-17 Cycle, September 2017.

2016, DM with 60 per cent was one of the entities with the lowest rate of completion.⁴⁵ By category, General Service had the highest completion rate with 93 per cent and Directors the lowest with 74 per cent.

50. The performance management system itself was assessed poorly by its users. In interviews with Secretariat entities and units outside of headquarters, OAfHs and DM staff, the three most frequently mentioned concerns included: the lack of linkages between performance management and other components of talent management such as recruitment or career development; managers’ perception of it being a mechanical system, resulting in not taking it seriously; and an active avoidance of dealing with underperformance. In the manager survey, respondents suggested several improvements to the performance management system, shown in Figure 7. Human resources practice in other organizations, including the World Bank, has been to move away from a formalized performance system and instead promote a culture of continuous feedback.

Figure 7: Changes suggested by programme managers for improving performance management



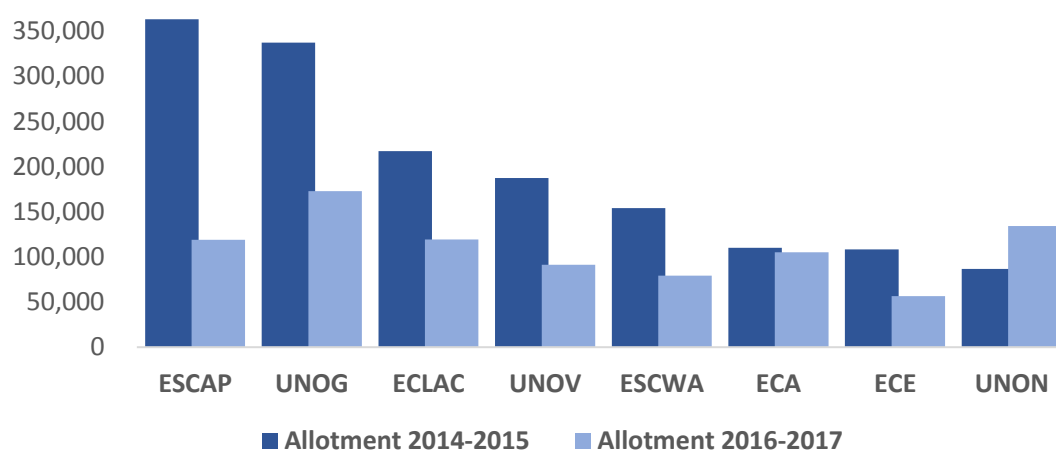
Source: OIOS manager survey

Investments in the training and development of Secretariat staff have been low, although DM has introduced cost-effective delivery options

51. Responsibility for development and delivery of learning was dispersed among Secretariat entities. OHRM was responsible for corporate programmes and for disbursing the resources for decentralized learning programmes, which had been decreasing, as shown in Figure 9. OHRM also noted that its learning budget had been utilized for some other priority areas over the past two bienniums, directly impacting the resources allocated for staff development. More than half of EOs and regional commissions (8 out of 15) considered the investment in learning and staff development in the Secretariat inadequate. In interviews with DM staff, 15 of 34 respondents specified that the budget for learning activities was too low.

⁴⁵ Based on 32 Departments/Offices reporting in Senior Compact Assessments in 2016. The completion rate for DM, according to HR Insight, increased to 75 per cent in 2017.

Figure 8: Training funding decreased from 2014 to 2017 in all but one OAfH and regional commission



Source: Departmental allocations document shared by DM

52. OHRM has made efforts to strengthen staff learning despite these budget constraints. For example, OHRM has introduced cost-effective learning options such as Lynda, an online learning platform free of charge to staff and accessible regardless of duty station; its use increased from 3,700 active users in August 2016 to 9,955 in January 2018.⁴⁶

53. Nevertheless, opportunities for enhancement remained, particularly with regard to management and human resources training. The OHRM-administered Management Development Programme, aimed at mid-level managers, will be phased out in 2018,⁴⁷ while in contrast, in UNHCR and UNDP, management and leadership development ranks high on the learning agenda and both have management certification programs for staff at the P-3/P-4/P-5 level. On human resources, eleven DM staff interviewed cited the need to recognize human resources as a separate profession and therefore provide certification and/or learning opportunities to ensure staff working in this area have the competencies needed. UNDP, for example, provides a structured online programme to its human resources practitioners.

Staff felt unsupported in outlining a career path in the Secretariat

54. DM-OHRM clients did not believe the Secretariat provided adequate career development of its staff. The career support programme (CSP) provided all Secretariat staff with coaching and development support. In the survey of Heads of Department/Office, however, career development was the human resources function rated the lowest, with nine out of 17 regarding it as poor or very poor. Of particular note in this regard was the Young Professionals Programme (YPP): staff recruited through this system were selected through a demanding and rigorous process,⁴⁸ yet their career development was not always championed. The Managed Reassignment Programme (MRP) for staff recruited through the YPP⁴⁹ has the goal of providing this group with orientation, training, mobility and career support, yet the rationales for staff movement decisions made by OHRM through the MRP

⁴⁶ Pilot checkpoint August 2016. https://hr.un.org/sites/hr.un.org/files/Pilot_Checkpoint_Lynda_Aug2016.pdf. 2018 data point provided in an email communication with DM January 2017.

⁴⁷ A new modality not yet finalized will replace the MDG.

⁴⁸ In 2011 there were 34,000 total applicants, of which 96 passed the written and oral tests.

⁴⁹ As well as the national competitive examination and the General Service to professional category.

were not shared with managers.⁵⁰ Also, only four out of 143, and zero out of 184 YPP staff at P-2 level were promoted to P-3 between July 2014 and June 2015, and between July 2015 and June 2016, respectively.⁵¹ In the 2017 Young United Nations Global Ideas Survey,⁵² more career development support was cited as the most important area for human resources reform.

55. The Secretariat does not compare favorably to other international organizations and for-profit companies on career development. Many of these organizations devote a considerable amount of time to identifying designated high performers.⁵³ The World Bank and the UNDP policies, for example, state that staff have a duty to develop themselves, but that the organization has the responsibility to communicate clearly the knowledge, skills, abilities and experience required for career progression. Further, the World Bank identifies internal talent and develops high performing individuals in anticipation of promotion.

The individual components of the talent management framework were not integrated

56. Despite the talent management model, the four components of the talent management framework discussed above were not well linked. Workforce planning was not used for targeted recruitment to meet organizational needs, recruitment and career development were not tied to performance, and learning largely occurred in a vacuum. As one example, more than one-third of managers surveyed (38 per cent) acknowledged they had not used prior performance appraisals in their most recent recruitment because the information was not deemed useful and/or they did not know the information was available. Similarly, performance information was not used for career development and information on staff member training and development efforts was not typically assessed when considering their career progression. OHRM has reported that to better link learning with organizational priorities, it undertook in 2017 a comprehensive Learning Needs Assessment, which would better identify priorities and cross-cutting needs to make more strategic use of resources for delivering learning. Furthermore, the Office indicated that it was working on developing a new management and leadership model, which would better link performance management expectations with supportive learning programmes and be reflected in the recruitment processes.

V. Conclusion

57. Effective human resources management begins with the recognition that it is not embodied in robust policy statements, but begins at the top as an overarching commitment viewed as foundational to organizational success. Given the complexity and magnitude of its work, as well as the goals it seeks to obtain, this is especially critical for the United Nations Secretariat. With a vast workforce spread globally across multiple regions, and a myriad of programmes encompassing normative, operational and research work, the United Nations needs to ensure that it has the staff it needs, with the right skills, and the necessary professional profiles. This has never been truer than with the introduction of the 2030 Sustainable Development agenda, as the United Nations must ensure that it has the competencies and capacity needed to support Member States in their achievement of the Sustainable Development Goals.

⁵⁰ ST/AI/2001/7/Rev.2, in Paragraph 5.3, established that the matching exercise under the MRP be conducted with a view to maximizing the number of reassignments, taking into account the preferences expressed by the staff member and the hiring manager, as well as human resources organizational priorities.

⁵¹ Data from Umoja.

⁵² The survey was developed by Young UN Agents for Change, a network of young professionals working across the system.

⁵³ An exception in the DFS Field Personnel Division was a programme introduced in 2015 aimed at grooming candidates with high potential.

58. Human resources management in the Secretariat has been characterized by a dynamic environment in which priorities have shifted and reform has been continuous. OHRM provided critical human resources support to the Organization in a complex environment that is fluid and highly regulated. The Charter states that “the paramount consideration of the employment of the [Secretariat] staff ... shall be the necessity of securing the highest standards of efficiency, competence, and integrity.” That same article also requests that “due regard ... be paid to the importance of recruiting the staff on as wide a geographical basis as possible,” and subsequent organizational reforms have also placed emphasis on gender balance and mobility.

59. Compounding these shifting priorities has been the multitude of human resources policies, many outdated and difficult to understand, as well as a talent management framework that has lacked cohesion and direction. A focus on compliance at the expense of flexibility, as well as an approach that has at times lacked adequate consultation as well as sufficient consideration to the needs of the field, has resulted in a human resources environment that has often stifled more than enabled staff to deliver their work programme and achieve results.

60. The Secretary-General has embarked on an ambitious reform agenda that introduces a new paradigm for human resources management to achieve greater clarity, focus and results. Many of the issues identified as needing attention and corrective action in this evaluation are being addressed in the reform effort – including the updating, streamlining and simplification of policies; greater empowerment and accountability of managers through enhanced clarification and delegation of authority; and heightened consideration of and support for the needs of the field.

61. Member States expressed general agreement with the reform framework at the end of 2017, and stressed that the main purpose of any such reform should be better performance of the Organization. Any steps taken to enhance human resources management must thus be linked and mutually reinforcing in coming together for enhanced delivery of the Organization’s mandates. The staff of the United Nations Secretariat have always been and will always be its most valuable asset, an asset that must be valued and supported in order to perform the invaluable work of the Organization.

VI. Recommendations

Recommendation 1 (Result B, paras 23-25, 31-32 and 35)

62. **DM-OHRM should support the ongoing simplification and streamlining of policies project by incorporating the following components:**

- Assessment of existing policy gaps;
- Review of the overall policy framework to eliminate redundancy and ensure cohesion; and
- Identification of resource requirements for policy development, review, revision and communication.

Indicator of achievement: A streamlined human resources policy framework that takes into account all of the components above.

Recommendation 2 (Result B, paras 26-28 and 33-34)

63. **DM-OHRM should strengthen the procedure for promulgating new or revised administrative issuances** by:

- Undertaking a regular review of the use of discretionary actions and exceptions to identify need for policy development or revision;
- Reviewing existing policies to check for measures that are inconsistent with new or revised policies;
- Identifying necessary preparatory work needed for implementation; and
- Issuing timely communication to staff, including the policy rationale.

Indicator of achievement: Revised procedure for promulgating new or revised issuances integrating the issues above.

Recommendation 3 (Result C, paras 36-40)

64. **DM-OHRM should strengthen human resources management by establishing clear delegation of authority through a new framework** that includes the strengthening of monitoring and reporting.

Indicator of achievement: A framework for delegation of authority that includes monitoring and reporting.

Recommendation 4 (Result D, paras 41-42)

65. **DM-OHRM should further strengthen workforce planning by undertaking an information campaign led by senior OHRM management to re-introduce the workforce planning model to Departments/Offices**, including communicating specific benefits gained when undertaking such planning.

Indicator of achievement: Information campaign conducted for workforce planning.

Recommendation 5 (Result D, paras 46-47)

66. Within the existing parameters of General Assembly mandates, **DM-OHRM should strengthen the components/requirements within the selection and recruitment policy by aligning them with good human resources practice.**

Indicator of achievement: Proposal for changes to the current selection and recruitment policy for discussion during the 73th session of the General Assembly.

Recommendation 6 (Result D, para 53)

67. **DM-OHRM should recognize and enhance the Secretariat human resources community as a separate and critical organizational profession by, inter alia, establishing a certified training programme.** The training should lead to a certification for all human resources practitioners and include Secretariat-specific training and broader human resources theory and practice.

Indicator of achievement: An established human resources training programme.

Recommendation 7 (cross-cutting, and Result A, paras 16 and 19)

68. **DM-OHRM should introduce specific measures to enhance its overall client orientation,** including a strategy for better identifying client needs, including the conduct of regular client satisfaction surveys, and effectively managing their expectations.

Indicator of achievement: Client orientation strategy.

Annex I – DM Management Comments

In this Annex, OIOS presents below the full text of comments received from the Department of Management (DM) on the report of the Office of Internal Oversight Services on the evaluation of the Department of Management. This practice has been instituted in line with General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.



TO: Mr. (Eddie) Yee Woo Guo, Director
A: Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 26 March 2018

FROM: Martha Helena Lopez, Assistant Secretary-General
DE: for Human Resources Management

SUBJECT: **Formal Draft Report of the Office of Internal Oversight Services on the Evaluation of the Department of Management-Office of Human Resources Management (OHRM)**
OBJET: **Department of Management-Office of Human Resources Management (OHRM)**

1. Further to your memorandum of 6 March 2018 on the above-mentioned subject, I am confirming OHRM's acceptance of the recommendations contained in the draft report (IED-18-006) subject to our comments. I am also providing the attached management response – the recommendation action plan.
2. Please also find attached the refined and final documentation of our informal comments on the OIOS draft response.
3. I would like to take this opportunity to thank you and your staff for the work undertaken to produce this report.

cc: Ms. Jan Beagle

Annex II – DM Recommendation Action Plan

Recommendation Action Plan

Report of the Office of Internal Oversight Services on Evaluation of Department of Management-Office of Human Resource Management

IED-18-006

06 March 2018

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>Recommendation 1 (Result B, paras 23-25, 31-32 and 35)</p> <p>DM-OHRM should support the ongoing simplification and streamlining of policies project by incorporating the following components:</p> <ul style="list-style-type: none"> Assessment of existing policy gaps; Review of the overall policy framework to eliminate redundancy and ensure cohesion; and Identification of resource requirements for policy development, review, revision and communication. 	<p>Prior to this recommendation, DM-OHRM already launched a Simplification and Streamlining of Policies (SSPs) project as of September 2017 with the objective of an updated policy framework and a new platform. The project is led by OHRM and involves the global Secretariat HR community as well as counterparts in other relevant offices such as OPPBA, OCSS, OICT, OLA, Ombudsman Office, MEU... etc. Counterparts from OAHs, RCs, field offices and other organizations from the agencies, funds and programmes such as UNDP.</p>	<p>OHRM is the lead with involvement of all HR entities in OAHs, RCs and the field offices.</p>	<p>This a large-scale project involving hundreds of policy documents. Over 80 obsolete issuances have already been abolished as at 31 December 2017.</p> <p>Amended Staff Regulations and Rules will be presented to the GA at the 73rd session in the fall of 2018.</p> <p>The project will continue throughout the biennium 2018-2019. Efforts will be made to identify additional resources for this priority.</p>
<p>Recommendation 2 (Result B, paras 26-28 and 33-34)</p> <p>DM-OHRM should strengthen the procedure for promulgating new or revised administrative issuances by:</p> <ul style="list-style-type: none"> Undertaking a regular review of the use of discretionary actions and exceptions to identify need for policy development or revision; Reviewing existing policies to check for measures that are inconsistent with new or revised policies; Identifying necessary preparatory work needed for implementation; and Issuing timely communication to staff, including the policy rationale. 	<p>The procedures are being strengthened through an overall review of policy making and promulgation of issuances.</p> <p>With respect to monitoring, oversight and compliance of the implementation of the existing policies, this will be facilitated through the development of a central database. Communications is an area of improvement to which the ASG is giving priority attention.</p>	<p>OHRM and other administrative/HR entities in the global Secretariat, including OAHs, RCs, field missions on implementation and DM and other entities responsible for implementation of policies and for monitoring, oversight, and reporting.</p>	<p>This is an ongoing function.</p> <p>A prior OIOS audit conducted at the end of 2016/beginning of 2017 had recommended the development of a centralized database for capturing all exceptions made by OHRM on all HR matters. The development of the database is ongoing and is expected to be completed in 2018.</p>
<p>Recommendation 3 (Result C, paras 36-40)</p> <p>DM-OHRM should strengthen human resources management by establishing clear delegation of authority through a new framework that includes the strengthening of monitoring and reporting.</p>	<p>A comprehensive review of current delegations has been undertaken and new delegation framework is being prepared in the context of the Secretary-General's management reform programme.</p>	<p>DM-OHRM in consultation with EOSG.</p>	<p>Estimated completion date: 1 January 2019</p>
<p>Recommendation 4 (Result D, paras 41-42)</p> <p>DM-OHRM should further strengthen</p>	<p>The model will be revisited and a communication strategy prepared to re-</p>	<p>OHRM/SPSD</p>	<p>31 December 2018</p>

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
workforce planning by undertaking an information campaign led by senior OHRM management to re-introduce the workforce planning model to Departments/Offices, including communicating specific benefits gained when undertaking such planning.	introduce it to Departments/Offices.		
Recommendation 5 (Result D, paras 46-47) Within the existing parameters of General Assembly mandates, DM-OHRM should strengthen the components/requirements within the selection and recruitment policy by aligning them with good human resources practice.	Prior to this recommendation, a revision of the existing staff selection system policy governed by ST/AI/2010/3 was initiated in November 2017. The staff selection and managed mobility policy governed by ST/AI/2016/1 paused in to allow for a comprehensive review of the experience of the policy to date and the revision of the policy based on lessons learned and best practices.	OHRM involving counterparts in OAHs, RCs and field missions and through the joint Staff-Management Committee (SMC) Working Group on mobility.	OHRM submitted an interim update (A/72/767) on mobility to the General Assembly for review at its 72 nd second resumed session, however, the bureau has decided that this will be taken up with the other HR reports at the 73 rd session. OHRM will further present the results of the comprehensive review of the managed mobility policy in the SG report on HRM matters to the 73 rd session of the General Assembly in the fall 2018.
Recommendation 6 (Result D, para 53) DM-OHRM should recognize and enhance the Secretariat human resources community	OHRM will explore possibilities to implement this recommendation taking into account limited financial	OHRM	Ongoing.
IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
as a separate and critical organizational profession by, inter alia, establishing a certified training programme. The training should lead to a certification for all human resources practitioners and include Secretariat-specific training and broader human resources theory and practice.	resources.		
Recommendation 7 (cross-cutting, and Result A, paras 16 and 19) DM-OHRM should introduce specific measures to enhance its overall client orientation, including a strategy for better identifying client needs, including the conduct of regular client satisfaction surveys, and effectively managing their expectations.	The importance of strengthened client orientation is acknowledged. OHRM will explore best practices for identifying direct feedback and managing expectations.	OHRM	Ongoing through the biennium.