



INTERNAL AUDIT DIVISION

REPORT 2019/101

Audit of the Interpretation Service at the United Nations Office at Geneva

There is need to improve monitoring of work plans, timeliness in submission of travel requests, evaluation of staff performance, and the administration of time and attendance

**06 November 2019
Assignment No. AE2019/310/01**

Audit of the Interpretation Service at the United Nations Office at Geneva

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of the Interpretation Service at the United Nations Office at Geneva (UNOG). The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficient and effective management of the Interpretation Service at UNOG. The audit covered the period from 1 January 2017 to 30 June 2019 and included a review of risk areas relating to: (a) capacity and operational planning; (b) travel; and (c) human resources management.

Arrangements and tools for operational planning were in place and operating as intended. The Division of Conference Management at UNOG was also making efforts to monitor and address gaps in staff utilization rates. However, there was need to improve monitoring of work plans, timeliness in submission of travel requests, evaluation of staff performance, and the administration of time and attendance.

OIOS made five recommendations. To address the issues identified in the audit, the Interpretation Service at UNOG needed to:

- Review the performance indicators in its work plan to focus on key indicators that are measurable and clarify the mechanism for monitoring the extent to which planned goals and activities in the work plans have been achieved;
- Remind its staff of their obligation to submit travel requests in a timely manner and establish mechanisms to monitor compliance with the 16-day advance ticketing requirement;
- Ensure that all individual work plans of staff have clear, specific and measurable success criteria including development plans, and that supervisors are adequately guided on how to monitor the quality of interpretation;
- Appoint a time administrator, remind its staff of their obligation to record all absences in Umoja, and ensure that staff are held accountable for incorrect certification; and
- Implement a system for documenting and keeping track of all records pertaining to the compensatory time-off it grants to staff.

UNOG accepted the recommendations and has initiated action to implement them.

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Audit of the Interpretation Service at the United Nations Office at Geneva

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the Interpretation Service at the United Nations Office at Geneva (UNOG).
2. The Interpretation Service at UNOG includes six language sections and falls under the Division of Conference Management (DCM). The Director of DCM reports to the Director-General of UNOG and has an executive coordination line with the Office of the Under-Secretary-General, Department for General Assembly and Conference Management (DGACM). DCM provides conference services to over 50 client entities.
3. Simultaneous interpretation is provided in the six working languages of the United Nations (Arabic, Chinese, English, French, Russian, and Spanish) to an average of 2,800 meetings per year in support of United Nations conferences, human rights mandate holders and other United Nations official missions. The Interpretation Service is guided by the United Nations Secretariat's Compendium of Administrative Policies, Practices and Procedures of Conference Services.
4. The programme budget of the Interpretation Service for the 2018-2019 biennium was \$41.6 million, of which \$38.2 (92 per cent) was funded by regular budget resources while the budget for the 2016-2017 biennium was \$51 million of which 94 per cent was funded by the regular budget. The 2018-2019 programme budget had provision for 108 posts comprising a Chief of Service at D-1 level and 26 P-5, 54 P-4, 20 P-3 and 7 general service level posts. The total budget for staff costs for the 2018-2019 biennium was \$28.1 million (68 per cent of the budget).
5. Comments provided by UNOG are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

6. The objective of the audit was to assess the adequacy and effectiveness of governance, risk management and control processes in ensuring efficient and effective management of the Interpretation Service at UNOG.
7. This audit was included in the 2019 risk-based work plan of OIOS due to the risk that potential weaknesses in planning and delivering of interpretation services could have an adverse impact on the achievement of the entities' objectives.
8. OIOS conducted this audit from July to September 2019. The audit covered the period from 1 January 2017 to 30 June 2019. Based on an activity-level risk assessment, the audit covered risk areas relating to: (a) capacity and operational planning; (b) travel; and (c) human resources management.
9. The audit methodology included: (a) interviews with key personnel; (b) review of relevant documentation; (c) analytical review of data; and (d) sample testing.
10. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Capacity and operational planning

Arrangements and tools for operational planning were in place and operating as intended

11. Adequate capacity and effective operational planning are essential for ensuring that interpreters in full-time employment are optimally utilized and a pool of short-term interpreters is available to ensure continuous provision of services. OIOS reviewed the operational work planning processes and concluded that they were satisfactory. The Interpretation Service received from DCM a schedule of confirmed meetings one year in advance. Using the Electronic Interpreters Assignment Programme (eAPG) system, the Interpretation Service programmed its work taking into account pre-authorized absences of staff and the workload. All absences due to illness, leave or other duties (such as training) were recorded in eAPG.

12. Annually, the “heat map” (a tool linked to eAPG) gave the Interpretation Service a picture of what its peak and slow weeks would be, enabling it to identify the level of temporary staff or freelance interpreters needed for peak periods and the staff that could be assigned to non-interpretation duties or loaned to other international organizations in Geneva during slow periods. The Interpretation Service then identified the freelance interpreters it would need to hire per language per week and gave them optional offers which would be confirmed into contracts at least one week before the meeting. OIOS selected 46 weeks in 2017 and 38 weeks in 2018 for review and noted that there was adequate justification for hiring freelance interpreters to fill the gap in those weeks. Whenever there was a meeting that required the use of extrabudgetary resources, the Interpretation Service notified DCM’s Executive Office who prepared and sent a cost estimate to the client well in advance of the meeting. The resources were only utilized after the clients signed off on the cost estimate.

13. There was an ongoing project to upgrade eAPG to enhance the utilization of the interpretation capacity and to interface better with the meetings management system (eMeets) and related external systems, including the Umoja Extension 2. The project was expected to be completed in the middle of 2020. In addition, the Interpretation Service regularly reviewed its roster of temporary personnel. Between 1 January 2017 and 30 June 2019, 15 freelance interpreters were added to the roster.

DCM was monitoring staff utilization rates and making efforts to address gaps

14. The need to increase the utilization of the Interpretation Service’s staff was a key priority in DCM’s strategic plan and the Service’s work plan. The key performance indicator (KPI) for monitoring the utilization rates was “average weekly number of assignments per interpreter” and the established workload target was 7 assignments per interpreter per week. Actual performance against the KPI was reported on DCM’s dashboard on the intranet and regularly monitored by the Chief of the Interpretation Service and the DCM Director.

15. In 2017 and 2018, the overall average number of meetings serviced per interpreter per week across the six languages was below the target of 7 (i.e., 5.3 in 2017 and 5.5 in 2018). The average utilization for each language varied and was below the DCM average in three languages as shown in Table 1.

Table 1: Average number of meetings serviced per interpreter per week

	Below DCM average			Above DCM average		
Year	Arabic	Chinese	Russian	English	French	Spanish
2017	4.6	4.0	5.1	6.2	5.8	5.8
2018	5.0	4.4	5.2	6.0	6.1	6.1

16. The variances across the language groups were attributed to the fact that some of the Interpretation Service’s major clients, such as Human Rights Treaty Bodies, were only entitled to interpretation in three languages at any one time, and they nearly always chose English and French.

17. The lower utilization rates in three of the language sections indicated that there was some excess capacity. DCM estimated that overall, for Arabic, Chinese and Russian, it had spare capacity of at least two staff. However, in the short term, DCM’s ability to shift resources around to address the excess capacity and improve the utilization rates was limited. DCM stated that the situation would be reviewed between 2020 and 2025, during which 15 staff members were due to retire from the Service. In the meantime, DCM utilized some of the spare capacity by loaning out staff members to other organizations when feasible. Without this, the utilization rates would be even lower. Since DCM was monitoring the utilization rates and making efforts to address the gaps, OIOS did not make a recommendation on this issue.

Need to strengthen the arrangements for monitoring the annual work plan

18. At the strategic level, KPIs in the strategic plan were reported on the DCM dashboard. At the operational level, the Interpretation Service developed a comprehensive annual work plan that addressed goals, actions and indicators of achievement for planning and operational capacity issues, as well as for other operational and human resources management related issues such as learning and development, work environment and business process improvements. Although the two important KPIs relating to utilization rates and the satisfaction of Member States were reported on the DCM dashboard and other reports and were regularly monitored by management, the other indicators in the work plan were not formally monitored. A good practice the Interpretation Service could consider is to add a column in the work plan to indicate the extent to which planned activities and performance targets were achieved, with reasons for variances. This would enhance accountability and help to inform future planning.

19. OIOS also noted that some of the KPIs were generic and difficult to objectively measure and monitor. For example, one indicator was “appropriate interpreter assigned to meetings performing to best of ability”. The work plan did not indicate how the achievement of this indicator would be assured, and there was no evidence that the indicator was monitored. Similarly, the indicator “stabilization in use of freelance interpreters” was too broad and not monitored. The Interpretation Service needed to review the indicators to focus on key indicators for each goal and determine how each of them would be verified and monitored. Further, while annual surveys indicated almost a 100 per cent satisfaction with interpretation services, OIOS’ discussions with chiefs of the language sections showed that complaints did arise from time to time, even though they were not documented. Since the satisfaction of Member States is an important KPI to assess the overall quality of interpretation services, the Interpretation Service needs to ensure that all complaints are properly documented, monitored and resolved.

(1) The Interpretation Service at UNOG should: (a) review the performance indicators in its work plan to focus on key indicators that are measurable; and (b) clarify the mechanism for monitoring the extent to which planned goals and activities in the work plans have been achieved.

UNOG accepted recommendation 1 and stated that a review is being made of the work plan with a view to incorporate these recommendations for 2020. To consolidate a common understanding within the Interpretation Service, a workshop on planning and performance measurement is being held for the Chief of Service and Heads of Booth in November 2019. Recommendation 1 remains open pending receipt of evidence that the performance indicators in the work plans have been reviewed and mechanisms established for monitoring the extent to which planned goals and activities in the work plan have been achieved.

B. Travel

Need to ensure that travel requests are submitted in a timely manner and any delays are justified

20. To help optimize travel costs, ST/AI/2013/3 on official travel requires all travel arrangements for individuals travelling on behalf of the United Nations, including advance booking and purchase of tickets, to be finalized 16 calendar days in advance of commencement of official travel. Programme managers are required to provide justification for all official travel arrangements that could not be finalized 16 calendar days in advance. Data from Umoja showed that 118 (27 per cent) out of the 439 trips that the Interpretation Service undertook in 2017 and 2018 did not comply with the 16-day advance booking requirement. In 11 of the 118 cases, there was satisfactory explanation that the delays were due to late confirmation or changes in the conference dates. However, in the other 107 cases (63 in 2017 and 44 in 2018) the reason for not complying with the 16-day requirement was stated as “late submission” without any explanation or justification as to why the submissions were late. Late submissions occurred even though there was a travel plan that was prepared at the beginning of the year, as soon as the conferences for the year were confirmed. The Interpretation Service needs to remind staff of their obligation to submit travel requests in a timely manner once the dates of the meetings/conferences are confirmed. Review and oversight mechanisms also need to be improved to ensure that reasons for late submission are explained and justified. The eAPG tool that was used to monitor staff travel had details of the periods during which staff were away from the duty station, but it did not have the capability to monitor whether travel requests were submitted on time. This information is available in Umoja and the Interpretation Service could generate and review the relevant reports from Umoja periodically.

(2) The Interpretation Service at UNOG should: (a) remind its staff of their obligation to submit travel requests in a timely manner; and (b) establish mechanisms to monitor compliance with the 16-day advance ticketing requirement and ensure that reasons for exceptions are documented.

UNOG accepted recommendation 2 and stated that the Interpretation Service has reinforced implementation of this recommendation initially by reminding all staff in the service of their obligations vis-à-vis travel administration. Monthly reporting and verification will be carried out, and traveler responses collated. Recommendation 2 remains open pending receipt of evidence that the Interpretation Service has reminded its staff of their obligation to submit travel requests in a timely manner and established mechanisms to monitor compliance with the 16-day advance ticketing requirement.

C. Human resources management

DCM had implemented some good practices

21. OIOS noted some good initiatives and practices in the management of staff. Recruitment was done in a timely manner. The Interpretation Service issued 15 job openings during the period 2017 to 2019 of which 10 positions were filled through the roster; recruitment for the remaining 5 took an average of 144 days (4.5 months) from the closure of the job opening. With regard to training, the Interpretation Service organized three to four group trainings per year within its modest training budget of \$9,000. In 2018, for example, staff participated in group training on comparative law, resilience and stress management, and tablet technology for interpretation. Additionally, in 2018, staff members attended training such as human rights law (in Spanish) and self-paced language training. Further, the need to promote a harmonious working environment and the empowerment of colleagues were goals included in the work plan.

Need to improve the evaluation of staff performance

22. The Interpretation Service assessed the performance of freelance interpreters, and their performance was duly linked to KPIs. The Service also carried out the performance assessment of all its staff in 2017 and 2018 and achieved 100 per cent compliance in the Electronic Performance Assessment System (ePAS). However, the following shortcomings were noted:

(a) The need to provide accurate, complete and high-quality interpretation was a goal in the staff ePAS but it was not clear how the quality of interpretation services provided by individual staff was being monitored and assessed. The Interpretation Service indicated in its annual workplan that it was going to use interpreter self-evaluation and peer-to-peer review to monitor the quality of staff performance and to identify areas that needed improvement. However, OIOS' review showed that while some of the interpreters recorded their own work for purposes of self-evaluation, no peer-to-peer review was documented among regular staff, and some chiefs of section said that it did not take place in their sections. Apart from that, there was inadequate utilization of a portal where all recordings of translations were uploaded. Only one of the six chiefs of the language sections mentioned using it for purposes of monitoring staff performance.

(b) In 3 out of the 10 ePAS reviewed by OIOS, the success criteria were sometimes unclear and were only indicated as "goals and actions are continuous," which was vague and not measurable. For two staff members, some of the key goals had no success criteria. Supervisors need to ensure that success criteria are specific and measurable to allow for objective evaluation so that gaps can be discussed, and corrective action taken.

(c) One of the goals for all staff members was "to ensure timely recording of all attendance/absence records using Umoja Employee Self Service." However, leave records of 69 staff members were found to be inaccurate in Umoja as discussed later in the report. This was an indication that the goals stated in ePAS were not consistently monitored as required.

(d) In four of the 10 ePAS reviewed, there was no evidence that the staff members had a development plan and whether the staff members met the required minimum five days training.

23. As required by ST/AI/2010/5 on performance management and development system, individual work plans of staff should include results-oriented elements and a statement of success criteria, performance expectations and behavioural indicators to evaluate performance at the end of the cycle. The Interpretation Service needs to strengthen the arrangements for preparing the ePAS annual work plans to ensure effective evaluation of staff performance.

(3) The Interpretation Service at UNOG should ensure that: (a) all individual work plans of staff have clear, specific and measurable success criteria including development plans; and (b) supervisors are adequately guided on how to monitor the quality of interpretation.

UNOG accepted recommendation 3 and stated that following the workshop on 4 November 2019, Heads of Booth will be ready to implement (a) and (b). At the individual level, goals will be set in the ePAS in consultation with Heads of Booth. Interpreters will be required to carry out self-evaluation which will contribute to quality control by Heads of Booth. An online form is being implemented to support this evaluation. Recommendation 3 remains open pending receipt of evidence that it has been implemented.

Need to ensure that all staff absences are recorded in Umoja

24. Staff members are required to submit leave requests in Umoja and certify on a monthly and yearly basis whether the leave balances in Umoja are accurate. For operational planning purposes, interpreters also report absences in eAPG. Between 1 January 2017 and 30 June 2019, 69 staff members did not record some of their leave in Umoja. Approximately 636 leave days recorded in eAPG, where it was approved, had not been recorded in Umoja, of which 203 days were annual leave and the remaining 433 days were sick leave (204 days certified sick leave and 229 uncertified sick leave). This meant that the staff members' leave balances in Umoja were incorrect, and there was a risk that the staff would exceed their leave entitlements. If left uncorrected, there is a potential loss to the Organization of approximately \$125,000 for annual leave and \$267,000 for sick leave days (salary costs equivalent). The loss would materialize in cases where freelance interpreters may have been used to cover the absences of regular staff, or if the staff members left the Organization and are paid based on the overstated leave balances. Except one staff member who never certified his leave, staff whose leave was not recorded in Umoja certified inaccurate leave balances after returning from leave.

25. Staff members gave many reasons for the anomalies. Some said they simply forgot to record their leave in Umoja; others said the payroll lock mechanism in Umoja prevented them from filing their leave requests. Several others complained that the dual system of filing the leave in eAPG and in Umoja was cumbersome and contributed to their failure to record their leave in Umoja. The Interpretation Service did not have a time administrator who could have helped to oversee time and attendance issues and ensure that the data in eAPG and Umoja were periodically reconciled. The Interpretation Service needs to strengthen its arrangements for time and attendance administration and ensure that all absences from the date of implementation of Umoja are accounted for.

(4) The Division of Conference Management at UNOG should: (a) appoint a time administrator and remind staff of their obligation to record all absences in Umoja; (b) reconcile Umoja and eAPG records; and (c) in coordination with the Human Resources Management Service ensure that all absences are recorded in Umoja and staff are held accountable for incorrect certification.

UNOG accepted recommendation 4 and stated that the Interpretation Service has initially reinforced implementation of this recommendation by reminding all staff in the service of their obligations vis-à-vis time and attendance administration in both eAPG and Umoja. Monthly reporting and verification will be carried out to support the reconciliation of eAPG and Umoja records. Further, staff are now required to formally request all corrections or retroactive entries in writing for approval by the Chief of Service and by the DCM Executive Office. Recommendation 4 remains open pending receipt of evidence that it has been implemented.

Need to improve record-keeping for compensatory time-off

26. The Under-Secretary-General of DGACM delegated the authority to the Director of DCM to grant compensatory time-off (CTO) for staff who were servicing meetings away from their duty stations due to long irregular working hours associated with such meetings. The Chief of the Interpretation Service is required to submit a recommendation based on workload or dates on duty of each staff to the Director of DCM for the latter to grant CTO. Between 1 January 2017 and 30 June 2019, the Interpretation Service granted a total of 116 days as CTO to its staff members. The Interpretation Service is required to keep track of all instances where CTO was granted. However, in 6 out of 10 cases reviewed by OIOS on sample basis, there was no documentation to support or justify the CTO. CTO was recorded in Umoja but the paperwork to support it was inadequate. In 7 out of 10 cases, neither the staff member nor the Interpretation Service

was clear as to how and why the CTO was granted. DCM needs to ensure that CTO is adequately supported and justified.

(5) The Division of Conference Management at UNOG should implement a system for documenting and keeping track of all records pertaining to the compensatory time-off it grants to staff.

UNOG accepted recommendation 5 and stated that at the DCM level, standard operating procedures are being prepared to clarify the application of CTO. At the Interpretation Service level, all requests for CTO in Umoja are now accompanied by the corresponding written request with justification from the staff member and approval of the Chief of Service. Recommendation 5 remains open pending receipt of evidence that UNOG has implemented a system for documenting and keeping track of all records pertaining to CTO.

IV. ACKNOWLEDGEMENT

27. 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 the Interpretation Service at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
1	The Interpretation Service at UNOG should: (a) review the performance indicators in its work plan to focus on key indicators that are measurable; and (b) clarify the mechanism for monitoring the extent to which planned goals and activities in the work plans have been achieved.	Important	O	Receipt of evidence that the performance indicators in the work plans have been reviewed and mechanisms established for monitoring the extent to which planned goals and activities in the work plan have been achieved.	1 April 2020
2	The Interpretation Service at UNOG should: (a) remind its staff of their obligation to submit travel requests in a timely manner; and (b) establish mechanisms to monitor compliance with the 16-day advance ticketing requirement and ensure that reasons for exceptions are documented.	Important	O	Receipt of evidence that the Interpretation Service has reminded its staff of their obligation to submit travel requests in a timely manner and established mechanisms to monitor compliance with the 16-day advance ticketing requirement.	31 March 2020
3	The Interpretation Service at UNOG should ensure that: (a) all individual work plans of staff have clear, specific and measurable success criteria including development plans; and (b) supervisors are adequately guided on how to monitor the quality of interpretation.	Important	O	Receipt of evidence that supervisors have been trained/guided on: (a) the need to ensure that staff work plans have clear, specific and measurable success criteria including development plans; and (b) how to monitor the quality of interpretation.	1 April 2020
4	The Division of Conference Management at UNOG should: (a) appoint a time administrator and remind staff of their obligation to record all absences in Umoja; (b) reconcile Umoja and eAPG records; and (c) in coordination with the Human Resources Management Service ensure that all absences are recorded in Umoja and staff are held accountable for incorrect certification.	Important	O	Receipt of evidence that: (a) a time administrator has been appointed; (b) Umoja and eAPG records have been reconciled and gaps identified addressed; and (c) staff have been held accountable for incorrect certification where applicable.	31 March 2020

¹ 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.

² 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.

³ C = closed, O = open

⁴ Date provided by UNOG in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of the Interpretation Service at the United Nations Office at Geneva

Rec. no.	Recommendation	Critical ¹ / Important ²	C/ O ³	Actions needed to close recommendation	Implementation date ⁴
5	The Division of Conference Management at UNOG should implement a system for documenting and keeping track of all records pertaining to the compensatory time-off it grants to staff.	Important	O	Receipt of evidence that UNOG has implemented a system for documenting and keeping track of all records pertaining to CTO.	31 March 2020

APPENDIX I

Management Response



TO: Mr. Gurpur Kumar
A: Deputy Director
Internal Audit Division
OIOS

DATE : 31 October 2019

Ref.:

FROM: Corinne Momal-Vanian
DE: Director *CMV*
Division of Conference Management

SUBJECT **Draft report on an audit of the Interpretation Service at the United Nations Office at**
OBJET: **Geneva (Assignment No. AE2019/310/01)**

1. As requested in your memorandum dated 28 October 2019, please find attached a response to the draft report on an audit of the Interpretation Service.
2. Thank you.

cc: Clemens Adams
Maarij Qazi
Marie Diur
Celine Noel
Cynthia Avena-Castillo

Annex enclosed

Management Response

Audit of the Interpretation Service at the United Nations Office in Geneva

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The Interpretation Service at UNOG should: (a) review the performance indicators in its work plan to focus on key indicators that are measurable; and (b) clarify the mechanism for monitoring the extent to which planned goals and activities in the work plans have been achieved.	Important	YES	Chief of Service and Heads of Booth	01 April 2020 – commencement of 2020/2021 ePAS cycle	1. A review is being made of the workplan with a view to incorporate these recommendations for 2020. 2. To consolidate a common understanding within DCM IS, a workshop on planning and performance measurement is being held for the Chief of Service and Heads of Booth on 4 November 2019.
2	The Interpretation Service at UNOG should: (a) remind its staff of their obligation to submit travel requests in a timely manner; and (b) establish mechanisms to monitor compliance with the 16-day advance ticketing requirement and ensure that reasons for exceptions are documented.	Important	YES	Programme Management Assistant	Expected to be in full implementation by 31 March 2020	1. DCM IS has reinforced implementation of this recommendation initially by reminding all staff in the service of their obligations vis à vis travel administration. 2. Monthly reporting and verification will be carried out, and traveler responses collated.
3	The Interpretation Service at UNOG should ensure that: (a) all individual work plans of staff have clear, specific and measurable success criteria including development plans; and (b) supervisors are adequately guided on how to monitor the quality of interpretation.	Important	YES	Heads of Booth	01 April 2020 – commencement of 2020/2021 ePAS cycle	1. Following workshop on 4 November 2019, Heads of Booth will be ready to implement (a) and (b). 2. At the individual level, goals will be set in the ePAS in consultation with Head of Booth. Interpreters will be required to carry out self-evaluation which will contribute to quality control by Heads of Booth. An online form is being implemented to support this evaluation.

¹ 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.

² 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 the Interpretation Service at the United Nations Office in Geneva

4	The Division of Conference Management at UNOG should: (a) appoint a time administrator and remind staff of their obligation to record all absences in Umoja; (b) reconcile Umoja and eAPG records; and (c) in coordination with the Human Resources Management Service ensure that all absences are recorded in Umoja and staff are held accountable for incorrect certification.	Important	YES	Programme Management Assistant	Expected to be in full implementation by 31 March 2020	<p>1. DCM IS has initially reinforced implementation of this recommendation by reminding all staff in the service of their obligations vis à vis time and attendance administration in both eAPG and UMOJA.</p> <p>2. Monthly reporting and verification will be carried out to support the reconciliation of eAPG and UMOJA records.</p> <p>3. Staff are now required to formally request all corrections or retroactive entries in writing for approval by Chief of Service and by DCM Executive Office.</p>
5	The Division of Conference Management at UNOG should implement a system for documenting and keeping track of all records pertaining to the compensatory time-off it grants to staff.	Important	YES	DCM Level: Executive Office DCM IS Level: Chief of Service	Expected to be in full implementation by 31 March 2020	<p>1. At DCM level, Standard Operating Procedures are being prepared for DCM to clarify the application of compensatory time off.</p> <p>2. At the DCM IS level, all requests for CTO in UMOJA are now accompanied by the corresponding written request with justification from the staff member and approval of Chief of Service (uploaded as an attachment to both the request for CTO Accrual and CTO Use).</p>