United Nations Nations Unies

INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Mr. Gurpur Kumar, Deputy Director
A: Internal Audit Division
Office of Internal Oversight Services

DATE: 1 March 2012

THROUGH: Neeta Tolani
S/C DE: Director, Office of Under-Secretary-General for Management

FROM: Mario Baez
DE: Chief, Policy and Oversight Coordination Service
Office of the Under-Secretary-General for Management

SUBJECT: **Assignment no. AT2011/510/02 – Audit of human resources management in**
OBJET: **the office of the Umoja Director**

1. The comments received for the above referenced draft report of the OIOS are provided in the attached Annex 1.

2. Thank you for the opportunity to provide our comments. Please do not hesitate to contact my office if additional information is required.

12-00595
1 march 2012

Action Plan in response to OIOS Audit Recommendations as presented in Draft Audit Report of February 2012

Rec. no.	Recommendation	Critical/ Important	Accepted (Yes/No)	Title of responsible individual	Implementation date	Client Comments/ Action plan
1.	The Umoja team should implement tools and systems for enhancing, tracking and assessing knowledge transfer through interactive simulation of the technology.	Important	Yes	Team Lead, Change Management	1. Implemented 2. Implemented 3. Implemented 4. TBD based on signing of the contract for provision of SAP services.	1. Two sandboxes are in place: (1) the WFP sandbox (primarily used by the Umoja HR team) and (2) the UNICC-hosted sandbox (Attachment I provides usage statistics). 2. SOW V with PWC covered PWC's activities for the delivery of Knowledge Transfer Support Services in conjunction with the Umoja Detailed Design phase work that were carried out in October 2009 (please see Attachment II). 3. SOW 12 with PWC also focused on knowledge transfer through delivery of SAP Training Services in conjunction with the Umoja Final Design phase that was carried out in September – October 2010 (please see Attachment III). 4. Additional training that will further facilitate knowledge transfer will be conducted as soon as a contract for the provision of SAP training services will be signed later this year.
2.	The Umoja team, in collaboration with the Executive Office of the Department of Management and the Office of Human Resources Management, should assess the adequacy of resources dedicated to the human resources administration and recruitment	Important	Yes	OIC Umoja and SAO	In progress	1. Any assessment of adequacy of resources dedicated to human resources administration and recruitment activities should be looked at cohesively and bearing in mind the distribution of functions between the Administrative Management Unit of Umoja, the Executive Office of DM, and the Office of Human Resources Management. 2. The Umoja team, in collaboration with the Executive Office of the Department of Management and the Office of Human Resources Management has assessed the adequacy of resources dedicated to the human resources administration and recruitment activities, and as a result, OHRM is in the process of receiving two additional posts that will be dedicated to Umoja. For the full implementation of special measures that were approved by the ASG/OHRM on 7

	activities of the project.					February 2012, the two posts will need to be filled. Currently, three posts from Umoja are embedded in OHRM, bringing the total posts from Umoja to OHRM to five.
3.	The OHRM should consider delegating some authorities to the Administrative Management Unit of Umoja to ensure the timely administration of human resources and recruitment actions.	Important	Suggest re-formulating the recommendation	Executive Office of DM/ OHRM	N/A	1. As stated for recommendation 2, any assessment of adequacy of resources dedicated to human resources administration and recruitment activities should be looked at cohesively and bearing in mind the distribution of functions between the Administrative Management Unit of Umoja, the Executive Office of DM, and the Office of Human Resources Management. 2. The Administrative Management Unit of Umoja prepares the job openings in Inspira, shortlists the candidates for interviews, coordinates the interviews and prepares the final evaluation for review of the head of the Office and CR Bodies. All recruitment actions pertaining to staff and individual consultants for Umoja Project are undertaken independently by the Administrative Unit of Umoja Project. 3. The Executive Office of DM is responsible for executing actions approved by the Director of Umoja Project and/or head of Office upon selection of the candidates. The Executive Office liaises with OHRM for release, recruitment of the selected candidate, as applicable. In addition, the Executive Office administers Umoja staff in a similar manner as it does for all offices under the Department of Management. 4. This arrangement will be re-emphasized to all concerned to make sure that all of them fully understand their respective responsibilities. 5. It is apparent from the above that significant recruitment actions are already delegated to the Umoja Project. However, recording and approving staff data in IMIS will continue to reside with the Executive Office, and does not

						directly impact on recruitment timelines. A reconciliation of post numbers and the staffing table have already been conducted by the Executive Office, and will now proceed on an on-going basis. The Administrative Unit of Umoja has read-only access to IMIS to facilitate availability of all necessary information. The Administration Unit of Umoja also has the necessary access to Inspira. 6. The auditors should also note that some important steps have recently been taken to expedite the recruitment process: 7. On 7 February 2012, ASG/OHRM approved the implementation of Special Measures for Umoja cases. The Special Measures include the advertisement of JO for only 15 days rather than the standard 60 days, as well as no review by the Central Review Bodies. These Special Measures will not allow for the delegation of authority with respect to the staffing process because with no CRB review, there will need to be a significant OHRM involvement to provide for the necessary checks and balances in the selection process. Implementation of Special Measures is subject to the availability of the required additional resources explained in recommendation 2 above.
4.	The Umoja team should define its human resources strategy and forecast its human resources requirements beyond 2013, in accordance with the revised timeline for the project.	Important	Yes	OIC Umoja, Umoja Team Leads and AMU Team	1. Implemented 2. Implemented	1. The Umoja team has defined its HR strategy and identified the profiles needed for the coming phase of work, according to the revised implementation timeline (Attachment IV). 2. The overarching plan sees the filling of all staff and SME positions by May 2012, with levels remaining constant until 2015, at which time a 25 percent reduction in posts is envisioned.

5.	The Umoja team, in collaboration with the Office of Human Resources Management, should develop a recruitment strategy for ensuring adequate and timely recruitment of core project staff.	Critical	Yes	OIC Umoja, Umoja Team Leads and AMU Team	Implemented	Pursuant to the Steering Committee's decision in December 2011 and retreat of 2 February 2012, Umoja in collaboration with OHRM has agreed Special Measures developed by OHRM to expedite recruitment of project staff. The Special Measures include: (i) All Umoja JOs will waive CRB review stage; (ii) All Umoja JOs will be posted for 15 days, with a disclaimer added to indicate the limited nature of the appointment; (iii) For those JOs that had been posted for 30 days and are still under evaluation stage, all applicants will be notified of the limited nature of the appointment.
6.	The Umoja team, in collaboration with the Office of Human Resources Management, should: (a) develop a strategy to ensure adequate and timely recruitment of subject matter experts; and (b) consider issuing instructions to all departments for the mandatory release of subject matter experts.	Critical	Yes	OIC Umoja, Umoja Team Leads and AMU Team	(a) May 2012	1. Umoja will propose that the Management Performance Board (MPB) consider including in the Senior Managers' Compacts with the Secretary-General for 2012, accountability for Umoja-related goals. Some of these goals involve actions such as data cleansing and release of SMEs. This will improve the speed with which SMEs are brought on board. 2. If this option is not possible, Umoja could propose that the DSG send out a memorandum reiterating that Umoja is a critical project for the Secretariat, and that it is imperative that departments and offices contribute their human resources as subject matter experts for the success of the project. 3. In addition, it should be noted that updates on Umoja and IPSAS are provided to the Management Committee, which is chaired by the Deputy Secretary-General, on a quarterly basis. In the context of these updates, the Umoja team could report on cases, if any, where release of SMEs was denied by the department or office concerned. Appropriate action could then be taken by the DSG.

				6(b) OHRM	(b) N/A	1. The Umoja strategy to ensure adequate and timely recruitment of subject matter experts includes the following action points: (i) Work with business community to obtain release of all necessary SMEs in 2012 to prepare for Deployment: sixteen SMEs at various levels from the six deployment clusters in February, March and April 2012. (ii) Reach out to potential SMEs with targeted messages explaining the benefits of joining Umoja, such as their increased marketability due to knowledge of the new SAP system. 2. OHRM's has issued instructions to all departments for the mandatory release of subject matter experts in accordance with Department Heads' compacts with the SG.
7.	The Umoja team should liaise with the Procurement Division and the Office of Human Resources Management for identifying and establishing a contracting modality that would allow the team to: (a) address short-term needs for technical experts in SAP; (b) obtain negotiated rates for attracting qualified	Critical	Yes	OIC Umoja, Umoja Team Leads and AMU Team	(a) and (b) Implemented (c) Implemented	The Umoja team has already exerted efforts to resolve short-term needs for technical experts in SAP by involving the Procurement Division and the Office of Human Resources Management, and will continue to do so until adequate solution will be found: (a) and (b) 1. A memorandum dated 18 February 2011 addressed to Ms. Catherine Pollard, Assistant Secretary-General for Human Resources Management urgently requested that OHRM raise the SSA range for Umoja to $1200 - $2800 per day (not including expenses) in order to access highly specialized independent SAP consultants (currently approved daily rates for Level C consultants is $560 - $670). In her response on 1 March 2011 Ms. Pollard advised that she "would be willing to approve top daily rates of $1200, inclusive of expenses for

	consultants; and (c) leverage the consultant rosters of other United Nations entities that have already implemented ERP systems.					consultancy contracts not exceeding four months in duration", and that data collected by the PD did not support the requested rates above $1200 per day (please see Attachment V). 2. A total of 18 technical expert consultancies/positions have been posted on Dice.com, one of the leading technology-focused job boards that gives its customers' job postings exposure to the largest engineering and tech-centric audience on the Internet through a variety of strategic affiliations. 3. As reflected in Umoja 2012 Work Plan, acquisition of contractual services will include formulation and issuance of EOI and RFP for additional technical resources for other development. As a result, the following five EOIs have already been issued and have closed: • Third party consultancy for SAP Basis Services; • Third party consultancy for SAP Security Services; • Third party consultancy for SAP Integration Services; • Third party consultancy for SAP Business Intelligence Services; • Third party consultancy for SAP Data Conversion Services. (c) As part of the Programme Management Office's (PMO) study of approximately 25 UN agencies, funds, and programmes that have implemented an enterprise resource planning software solution, consultant rosters have be requested for Umoja's perusal. As a result, CVs of several consultants have been received and will be shared with Umoja Team Leads.