



OIOS

Office of Internal Oversight Services

INTERNAL AUDIT DIVISION

AUDIT REPORT

Recruitment In UNMIT

Tiger Team was not fully effective in expediting recruitment.

5 December 2008

Assignment No. AP2008/682/04

United Nations  Nations Unies

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

OFFICE OF INTERNAL OVERSIGHT SERVICES - BUREAU DES SERVICES DE CONTRÔLE INTERNE
INTERNAL AUDIT DIVISION - DIVISION DE L'AUDIT INTERNE

TO: Mr. Atul Khare, Special Representative of the Secretary-
A General
United Nations Integrated Mission in Timor-Leste

DATE: 5 December 2008

REFERENCE: IAD: 08-02031

FROM: Dagfinn Knutsen, Director
DE: Internal Audit Division, OIOS



SUBJECT: Assignment No. AP2008/682/04 – Audit of recruitment in UNMIT
OBJET:

1. I am pleased to present the report on the above-mentioned audit.
2. Based on your comments, we are pleased to inform you that we will close recommendations 1, 2, 5, 6, 7 and 8 in the OIOS recommendations database as indicated in Annex 1. In order for us to close the remaining recommendations, we request that you provide us with the additional information as discussed in the text of the report and also summarized in Annex 1.
3. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as high risk (i.e., recommendations 1, 2, 3, 4 and 8 in its annual report to the General Assembly and semi-annual report to the Secretary-General.

cc: Mr. Hubert H. Price, Chief of Mission Support, UNMIT
Mr. Jonathan Childerley, Chief Administrative Services, UNMIT
Mr. Kedogo Aggrey, Chief Civilian Personnel Officer, UNMIT
Mr. Swatantra Goolsarran, Executive Secretary, UN Board of Auditors
Ms. Maria Gomez Troncoso, Officer-in-Charge, Joint Inspection Unit Secretariat
Ms. Christina Post, Oversight Support Unit, Department of Management
Mr. Seth Adza, Audit Response Team, DFS/DPKO
Mr. Byung-Kun Min, Programme Officer, OIOS

INTERNAL AUDIT DIVISION

FUNCTION

“The Office shall, in accordance with the relevant provisions of the Financial Regulations and Rules of the United Nations examine, review and appraise the use of financial resources of the United Nations in order to guarantee the implementation of programmes and legislative mandates, ascertain compliance of programme managers with the financial and administrative regulations and rules, as well as with the approved recommendations of external oversight bodies, undertake management audits, reviews and surveys to improve the structure of the Organization and its responsiveness to the requirements of programmes and legislative mandates, and monitor the effectiveness of the systems of internal control of the Organization” (General Assembly Resolution 48/218 B).

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EXECUTIVE SUMMARY

Audit of recruitment in UNMIT

OIOS conducted an audit of recruitment in the United Nations Integrated Mission in Timor Leste (UNMIT). The overall objective of the audit was to assess the adequacy and effectiveness of the arrangements for handling recruitment and placement of staff in UNMIT. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

A Tiger Team had been deployed to UNMIT to expedite recruitment at the start-up stage of the Mission, but the recruitment of international staff was not always completed in a timely manner. Two years after the Mission was established, its vacancy rate continues to be high. As at 29 May 2009, the Mission's vacancy rate was 25 per cent compared to the rate of 15 per cent for stable missions.

The objective of the Tiger Team, which is to ensure that UNMIT achieves full strength by the end of February 2007, had not been achieved. This resulted from high turnover of staff, withdrawal of applicants as well as decline of offers of employment by candidates due to the perceived geographical isolation of Timor-Leste and relatively poor compensation rates (low Mission Subsistence Allowance, no hazard pay) as compared to other Missions.

Generally, there had been compliance with United Nations regulations, rules, policies and instructions although some instances of non-compliance were noted.

The Tiger Team and the Personnel Section played a key role in preventing irregularities; however, programme managers expressed frustration regarding long delays in the recruitment process caused by existing mitigating controls

UNMIT had not achieved gender balance. At the leadership level of the Mission (D-1 and above), there was no female representation as at the time of the audit.

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I. INTRODUCTION

1. The Office of Internal Oversight Services (OIOS) conducted an audit of recruitment in the United Nations Integrated Mission in Timor-Leste (UNMIT). The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.
2. Human resources management, including the recruitment of staff, is critical to UNMIT achieving its mandate. This function is performed by the Personnel Section, which is headed by the Chief Civilian Personnel Officer (CCPO) who reports to the Chief of Administrative Services (CAS). On 31 October 2006, the Department of Field Support (DFS) deployed a special task force called the "Tiger Team" to the Mission with a mandate to expeditiously and effectively recruit international staff for all components of UNMIT. This was to be done in close coordination with the respective programme managers, with a view to achieving full strength by the end of February 2007. The Personnel Section liaises with the Field Personnel Division (FPD) of DFS, which is responsible for processing the recruitment of senior leadership positions at the D-2 and above.
3. The recruitment of national staff remains the responsibility of the office of the CCPO
4. Table 1 below provides staffing levels of UNMIT.

Table 1: Human Resources for UNMIT

| Category | Authorized 2007/08 | Actual Numbers at 29 May 2008 | Vacant Posts at 29 May 2008 |
|----------------------------------|-----------------------|----------------------------------|--------------------------------|
| Military Liaison Officers (MLOs) | 34 | 32 | 2 |
| United Nations Police (UNPOL) | 1,045 | 948 | 97 |
| Formed Police Units (FPUs) | 563 | 560 | 3 |
| International Civilian Staff | 432 | 328 | 104 |
| National Staff | 933 | 832 | 101 |
| Temporary Positions | 7 | 2 | 5 |
| United Nations Volunteers (UNVs) | 134 | 126 | 8 |
| Total | 3,148 | 2,828 | 320 |

5. Comments made by UNMIT are shown in *italics*.

II. AUDIT OBJECTIVES

6. The main objectives of the audit were to:
 - (a) Assess the adequacy of the arrangements for the recruitment and placement of staff;
 - (b) Establish whether adequate guidance and procedures are in place to ensure a fair recruiting process;
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- (c) Assess the efficiency and effectiveness of the recruitment process; and
- (d) Determine compliance of the Mission's recruitment practices with the United Nations regulations, rules, policies and instructions.

III. AUDIT SCOPE AND METHODOLOGY

7. The audit covered recruitment actions taken during the period from the inception of the Mission on 25 August 2006 to 31 May 2008 and covered activities from the identification of vacancies to the making of offers of appointment.

8. The audit included a review and assessment of internal controls, interviews of Mission staff including members of the Tiger Team, analysis of applicable data and a review of available documentation and other relevant records. In addition, the audit reviewed internal controls over the input of staff information into the newly implemented Matrix System.

IV. AUDIT FINDINGS AND RECOMMENDATIONS

A. Staffing and structure of the Personnel Section

Staffing and Reporting within Personnel Section

9. A Tiger Team was deployed to the Mission to expedite the recruitment of international staff. The team is led by a Human Resource Officer, at the P-3, level who reports directly to the CMS as required by the Team's Terms of Reference. The following table sets out the staffing summary of the Personnel Section including the Tiger Team:

Summary of 2008/2009 Staffing Table

| Functional Title | Grade | No. of Posts | Staff on board | Vacant Posts |
|--------------------------|-------|--------------|----------------|--------------|
| CCPO | P-4 | 1 | 1 | 0 |
| HR Officer* | P-3 | 2 | 2 | 0 |
| HR Officer | P-2 | 1 | 1 | 0 |
| HR Officer | UNV | 1 | 1 | 0 |
| HR Assistant* | FS | 8 | 6 | 2 |
| Administrative Assistant | FS | 1 | 1 | 0 |
| HR Assistant* | NS | 10 | 10 | 0 |

* The Tiger Team is composed of 1 HR Officer, 1 HR Assistant and 1 National HR Assistant.

10. The relationship between the Tiger Team and Personnel Section headed by the CCPO, at P-4 level, was professional but testy, tense and sometimes distrustful. As a result, comparative evaluation reports prepared by programme managers and certified by the CCPO were subject to additional reviews by the

Tiger Team Leader, thereby duplicating some recruitment tasks. The Tiger Team Leader performed the additional reviews because it previously found inconsistencies and inaccuracies in some comparative evaluation reports certified by the Personnel Section.

11. The terms of reference of the Tiger Team states that the delegation of recruitment authority and responsibility will remain with UNMIT until such time, as determined by UNMIT and DFS/FPD, that the special recruitment procedures are no longer needed. One measurement criterion was that the Tiger Team would no longer be needed once UNMIT has achieved a 20 per cent vacancy rate. At the date of the audit, UNMIT had not achieved this.

12. In OIOS' view, the reporting arrangements, whereby the head of the Tiger Team reports directly to the CMS whilst the head of the Personnel Section reports to the CAS who in turn reports to the CMS is not conducive to a good working relationship. This arrangement has resulted in the absence of unity of command and direction and an unnecessary power struggle.

13. Given that UNMIT is gradually achieving reduced vacancy rates, OIOS' discussions with various actors including the OHRM Team that visited UNMIT in May 2008 indicated that the Mission could benefit positively from a change in the reporting structure of the Tiger Team. It has been suggested that the Tiger Team report to the CCPO or alternatively to the new CAS in order to ensure unity of direction and command and to foster a better relationship between the two teams who are required to achieve a common objective.

Recommendations 1 and 2

The UNMIT Office of Mission Support should:

- (1) Take urgent steps to improve the relationship between the Office of the Chief Civilian Personnel Officer and the Tiger Team; and**
- (2) Liaise with the Field Personnel Division, Department of Field Support, with a view to varying the reporting line of the Tiger Team to achieve better unity of direction and command.**

14. *The UNMIT Office of Mission Support accepted recommendations 1 and 2 and stated that UNMIT has implemented the integration of the Tiger Team within the Civilian Personnel Section as recommended by FPD in their facsimile dated 8 October 2008. This will enable harmonization of the working relationships between the Office of the Personnel Section and staff of the Tiger Team as they come under the direct supervision of the CCPO. Based on the action taken, recommendations 1 and 2 have been closed.*

B. Vacancy management and monitoring

Vacancy rate within UNMIT

15. The staffing complement for UNMIT as at 29 May 2008 indicated a 25 per cent vacancy rate for international staff, a significant decrease from the 38 per cent vacancy rate in 30 June 2007 but much higher than the 15 per cent vacancy rate of comparable stable missions, and also the target set by the Mission's pilot Human Resource Action Plan (HRAP). Moreover, the vacancy rates in some critical programmes of the Mission were significantly higher, as shown in the following table. High vacancy rates impede the effective delivery of programmes.

Table 2: Snapshot of international staff vacancy rates as at 31 May 2008 for key sections within UNMIT

| Office | Vacancy rate % |
|---|----------------|
| Overall DSRSG Security Sector Support and Rule of Law | 36 |
| Overall DSRSG Governance Support, Development and Humanitarian Coordination | 28 |
| Serious Crimes Investigation Unit | 27 |
| Political Affairs Office | 27 |
| Public Information Office | 32 |
| Office of the Chief of Staff | 33 |
| Office of the Police Commissioner | 55 |
| Security Sector Support Unit | 46 |
| Administration of Justice Support | 57 |
| Office of the Chief of Mission Support | 36 |

16. A number of programmes listed in the table above are critical to the achievement of the UNMIT mandate. These include, but are not limited to Security Sector Support, Administration of Justice Support and Serious Crimes Investigation Unit. At the time of the audit, some senior management positions had not been filled. The position of the DSRSG Security Sector Support and Rule of Law (DSRSG SSSROL) had been vacant since 1 December 2007. As a result, the responsibilities for this post have been divided between the SRSG and the DSRSG Governance Support, Development and Humanitarian Coordination (DSRSG GSDHC). In the absence of the SRSG, the DSRSG GSDHC serves as Acting SRSG in addition to performing his substantive functions, as well as having responsibilities for the balance of functions of the DSRSG SSSROL. The position of the Chief of Staff had been vacant since January 2008 and the CCPO position had been vacant since March 2008.

17. In recognition of the high vacancy rate and its potential impact on the achievement of UNMIT's mandate, the SRSG, since July 2008, has had twice weekly follow-up meetings with the CMS, the CCPO and the Tiger Team Leader, as well as the concerned programme managers with an aim to expedite the recruitment process. This is a commendable step, which appears to have been effective in expediting recruitment. However, the focus on programme management (substantive stream) and the results achieved have been at the expense of the recruitment activity for the Office of Mission Support.

18. In some cases reviewed, there had been significant delays in the recruitment process. In one case, the candidate was selected after the interview process but the recruitment was not completed in a timely manner resulting in the cancellation of the entire process. In another case regarding the position of Aviation Safety Assistant, the recruitment process began in January 2007 but as at 30 June 2008 had not yielded any positive results.

19. Several programme managers informed the auditors that they were frustrated with the long delays in the recruitment process. However, they were reassured by the SRSG's intervention in the process to ensure a speedy recruitment especially in the areas considered critical to the achievement of UNMIT's mandate. They were of the view that their concerns in respect of recruitment had not been appropriately addressed earlier and that the recruitment process was not sufficiently supportive of the programmes. Whilst these views were proved wrong in some cases, it was clear that the long delays in the process had an impact on the delivery of programmes.

Recommendation 3

(3) The UNMIT Office of Mission Support should intensify efforts to achieve the target vacancy rate as agreed to in the recently signed pilot Human Resources Action Plan.

20. *The UNMIT Office of Mission Support accepted recommendation 3 and stated that UNMIT continues to intensify its efforts to achieve the target vacancy rate agreed to in the recently signed HRAP and it is anticipated that the targets will be achieved by the end of the HRAP cycle on 30 June 2009.* Recommendation 3 remains open pending OIOS' confirmation that the Mission has achieved the target vacancy rate as outlined in the HRAP.

Vacancy Monitoring

21. During the period from 1 July 2007 to 30 June 2008, it took an average of 157 days from the date UNMIT identified its vacancies (i.e. the dates the relevant budgets were approved) to the date UNMIT conveyed offers of appointment to the selected candidates. The Mission's target of 120 days, as outlined in the HRAP, was therefore not achieved. Moreover, the average has been steadily increasing. For the months of May 2008 and June 2008, the average figures were 274 days and 239 days respectively.

22. During the same period from 1 July 2007 to 30 June 2008, it took on average, 58 additional days from the date the Mission issued offers of appointment to the date the selected candidates assumed their duties (on-boarding) in UNMIT. This timeline achieved the Mission's target of 60 days, but it did not meet FPD's target of 45 days.

23. Whilst OIOS supports the concept of the HRAP, it notes that the methodology used to calculate the average (targets) may lead to the statistics being ignored for lack of relevance in some cases. The formula uses the approval date of the relevant budget as the base point when determining the number of

days for each recruitment. This has the disadvantage in that the clock starts to run from the time the relevant budget is approved whereas actual recruitment activities tend to commence sometimes long after the approval of the relevant budgets. In the case of UNMIT, for example, the FPD targets would remain a very distant target until almost all vacancies are filled. This is evidenced in the averages for May and June 2008 despite the efforts made to reduce the number of vacancies. Even the HRAP's target of 120 days would take long to achieve, and the overall vacancy rate would have to drop drastically for this target to be achieved. Based on the formula that is used for calculating the averages, the targets set in the HRAP are unrealistic and may be unachievable.

Recommendation 4

(4) The UNMIT Office of Mission Support should devise strategies to ensure that the targets for recruitment and on-boarding agreed to in the signed Human Resource Action Plan are met.

24. *The UNMIT Office of Mission Support accepted recommendation 4 and stated that steps have been taken to integrate the Tiger Team into the Personnel Section and retain the delegation of authority for recruitment and technical clearance. Further steps will be taken such as strengthening the monitoring of the selection and on-boarding process; improving the follow up with programme managers; improving procedures to identify and anticipate vacancies; training and briefing sessions on the new Standard Operating Procedures; and ensuring adequate resources are assigned to the recruitment process. These measures incorporate the strategies aimed at ensuring the achievement of this target as at 30 June 2009. Recommendation 4 remains open pending OIOS' verification that measures aimed at ensuring the achievement of the targets have been put in place.*

C. Short-listing, evaluation, selection

Short-listing, evaluation and selection

25. OIOS selected a sample of 26 files relating to recruitment of international staff and 15 files relating to national staff for review. Generally, short-listing and evaluation of candidates had been performed in accordance with UN regulations and rules. However, there were a number of irregularities in the sample reviewed in respect of international staff. Some of the irregularities had already been rectified after the Tiger Team had detected them.

26. Five of the 41 files reviewed showed instances where candidates that were not on the original long list prepared by the Tiger Team had been considered for interview. Some of the candidates eventually declined to be interviewed. Nonetheless, there is a risk that non pre-qualified candidates may be interviewed. The Mission explained that some of these cases may be attributable to teething problems in the early stages of UNMIT recruitment, when there may not have been full understanding by all involved, including programme managers and staff of the Personnel Section, regarding the requirement that all

candidates must first be included in the long list prepared by the Tiger Team before they are interviewed.

27. There were also instances where programme managers insisted on new long lists although they had already been provided with several long lists. In some cases, programme managers demanded that they be provided with additional names after they had been provided with more than 20 candidates. OIOS questions this practice which tends to delay and negatively reflects on the integrity of the recruitment process.

28. There were some instances where the Tiger Team stopped certain recruitments due to suspected irregularities. In one instance, a candidate was selected by memorandum dated 15 September 2007. The selection was subsequently withdrawn as the candidate did not have proper technical clearance. In a second instance, a candidate that should not have been technically cleared was cleared and selected before that candidate's lack of tertiary qualifications was identified. Eventually, the recruitment was cancelled after the Mission had invested resources in the process. In a third instance, a candidate who had not been initially cleared or technically cleared was considered for a position. The Tiger Team rightly stopped the recruitment.

29. UNMIT has also experienced some cases where the selected candidate, as well as the second and third choice candidates had declined their offers of appointment after the process had been completed. This has been attributable to a number of factors including geographical location, unattractive conditions including the lack of hazard pay and the low Mission Subsistence Allowance (MSA) rate and candidates receiving better offers elsewhere.

Recommendations 5 and 6

The UNMIT Office of Mission Support should:

(5) Ensure that the rules relating to short-listing of candidates and the use of long lists are strictly adhered to; and

(6) Ensure that all candidates who are considered for vacant positions have technical clearance at the beginning of the process or where there are no technically cleared candidates, all candidates are at least initially cleared prior to their inclusion.

30. *The UNMIT Office of Mission Support accepted recommendation 5 and stated that while measures have been in force to ensure that the rules relating to short-listing of candidates and the use of long lists are strictly adhered to, a number of procedures have now been fully implemented since October 2008 to provide additional assurance that the established rules are complied with. Based on the action taken, recommendation 5 has been closed.*

31. *The UNMIT Office of Mission Support accepted recommendation 6 and stated that the selection criteria used to generate the long list, ensures that only candidates who have either been technically or initially cleared are included. Based on the action taken, recommendation 6 has been closed.*

Composition of interviewing panels

32. The Standard Operating Procedures (SOPs) relating to recruitment provide that, where possible, an observer from Personnel Section should sit in on all interviews. This is to help ensure compliance with HR policies and procedures.

33. In the majority of the cases, a particular officer from the Personnel Section was present as an observer at the interviews. However, in the absence of this individual, there was no evidence to support back-up representation from the Personnel Section. Upon further clarification by the Mission, it was found that there was a back-up staff member from the Personnel Section present at these interviews. However, this was not properly documented.

34. There was no representative from the Gender Unit present at interviews because the unit was understaffed.

Recommendation 7

(7) The UNMIT Office of Mission Support should ensure that there is adequate back-up in the Personnel Section to ensure that there is representation on all interviews.

35. *The UNMIT Office of Mission Support accepted recommendation 7 and stated that Ex-Officio panel members from the Civilian Personnel Section are rotated when the principle staff member is on leave. Documentation in the interview report now includes the mention of the Ex-Officio Personnel Section staff member on the selection panel. Based on the action taken, recommendation 7 has been closed.*

Treatment of problematic cases

36. A number of recruitment cases were problematic, as they had some perceived issues ranging from nationality of candidates to irregularities in procedures. Discussions with the Tiger Team Leader indicated that in order to ensure that the recruitment process moved forward on other less problematic cases, such cases were set aside and only looked at later.

37. Such an approach with problematic cases, leads to frustration on the part of programme managers who are waiting for results of the recruitment process. Particularly those who do not realize that there are concerns to be addressed before proceeding. Some of the programme managers informed OIOS that requests for information were not always addressed in a timely manner. These cases are mostly referred to the CMS or FPD after some time in abeyance. It may be more practical to document and refer these cases to the CMS or FPD

immediately the issues arise without delay so that decisions can be made regarding the disposition of such cases in a timely manner. This would most likely alleviate some of the frustration faced by programme managers.

Recommendation 8

(8) The UNMIT Office of Mission Support should ensure that problematic recruitment cases are referred to the Chief of Mission Support or the Field Personnel Division without delay so that cases may be disposed of in a timely manner.

38. *The UNMIT Office of Mission Support accepted recommendation 8 and stated that the issue was addressed during discussions between the CAS and the CCPO following the integration of the Tiger Team into the Personnel Section. The CCPO has been advised that all problematic recruitment cases must be referred to the CMS without delay. Those that cannot be resolved by UNMIT will be promptly referred to FPD. Based on the action taken, recommendation 8 has been closed.*

D. Gender balance and nationality distribution

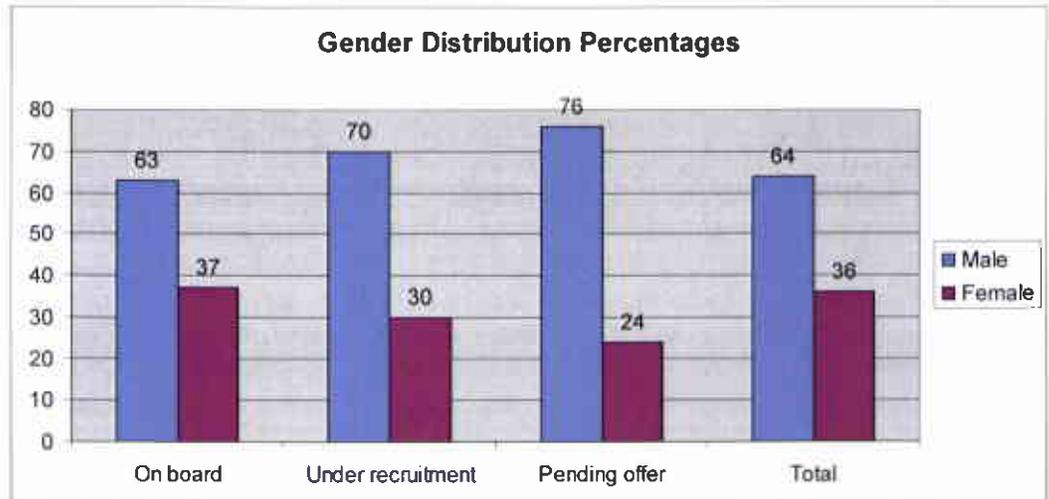
Gender and under-represented nationalities considerations

39. Recruitment activities are required to be carried out taking into consideration gender balance and geographical distribution. The following table sets out a snap shot of the top represented countries within UNMIT (countries with 8 or more staff):

Table 3: UNMIT staff nationality representation as at 28 June 2008

| Country | On-Board | Under recruitment | Pending Offers | Total |
|------------------------------|-----------------|--------------------------|-----------------------|--------------|
| Kenya | 15 | 1 | 0 | 16 |
| India | 14 | 1 | 1 | 16 |
| Philippines | 19 | 0 | 2 | 21 |
| Australia | 19 | 0 | 1 | 20 |
| United States of America | 22 | 1 | 4 | 27 |
| Canada | 11 | 2 | 2 | 15 |
| Portugal | 7 | 1 | 4 | 12 |
| Sierra Leone | 6 | 1 | 1 | 8 |
| Nepal | 8 | 0 | 0 | 8 |
| New Zealand | 8 | 0 | 1 | 9 |
| France | 8 | 0 | 0 | 8 |
| United Kingdom | 9 | 0 | 0 | 9 |
| Total of Group above | 146 | 7 | 16 | 169 |
| Total staff for UNMIT | 326 | 20 | 25 | 370 |

40. The following is a graphical representation of the gender distribution within UNMIT:



41. The HRAP signed between UNMIT and DFS sets out targets for improving gender balance within the Mission. At the time of the audit there was no female representation at the senior international civilian staff level (D-1 and above) for UNMIT. Additionally, UNMIT Office of Mission Support had indicated an intention to include the participation of a gender focal point on selection panels for posts at the professional level; this had not yet been implemented.

Recommendation 9

(9) The UNMIT Office of Mission Support should develop a strategy to improve the geographical distribution of staff and ensure gender balance.

42. *The UNMIT Office of Mission Support accepted recommendation 9 and stated that a review is being done to develop a strategy to improve geographical distribution of staff and ensure gender balance. This will take into account actions that can be taken during the short-listing process; how to treat two equally qualified candidates; the flexibility to decide upon selection from a specific geographical region or gender if it is operationally required for the success of the program; and the involvement of the Gender Advisor and gender focal points in the selection process. Recommendation 9 remains open pending OIOS' verification that a strategy to improve geographical distribution of staff and to ensure gender balance has been developed*

V. ACKNOWLEDGEMENT

43. We wish to express our appreciation to the Management and staff of UNMIT for the assistance and cooperation extended to the auditors during this assignment.

STATUS OF AUDIT RECOMMENDATIONS

| Recom. no. | Recommendation | Risk category | Risk rating | C/O ¹ | Actions needed to close recommendation | Implementation date ² |
|------------|--|-----------------|-------------|------------------|--|----------------------------------|
| 1 | The UNMIT Office of Mission Support should take urgent steps to improve the relationship between the Office of the Chief Civilian Personnel Officer and the Tiger Team. | Human Resources | Higher | C | Action completed | Implemented |
| 2 | The UNMIT Office of Mission Support should liaise with the Field Personnel Division, Department of Field Support with a view to varying the reporting line of the Tiger Team to achieve better unity of direction and command. | Governance | Higher | C | Action completed | Implemented |
| 3 | The UNMIT Office of Mission Support should intensify efforts to achieve the target vacancy rate as agreed to in the recently signed pilot Human Resources Action Plan. | Human Resources | Higher | O | Confirmation that the Mission has achieved the target vacancy rate as outlined in the Human Resources Action Plan. | 30 June 2009 |
| 4 | The UNMIT Office of Mission Support should devise strategies to ensure that the targets for recruitment and on-boarding agreed to in the signed Human Resource Action Plan are met. | Human Resources | Higher | O | Confirmation by UNMIT that measures aimed at ensuring the achievement of the vacancy target rate have been put in place. | 30 June 2009 |
| 5 | The UNMIT Office of Mission Support should ensure that the rules relating to short-listing of candidates and the use of long lists are strictly adhered to. | Governance | Moderate | C | Action completed | Implemented |
| 6 | The UNMIT Office of Mission Support should ensure that all candidates who are considered for vacant positions have technical clearance at the beginning of the process or where there are no technically cleared candidates, all candidates are at | Governance | Moderate | C | Action completed | Implemented |

| Recom. no. | Recommendation | Risk category | Risk rating | C/O ¹ | Actions needed to close recommendation | Implementation date ² |
|------------|--|-----------------|-------------|------------------|--|----------------------------------|
| | least initially cleared prior to their inclusion. | | | | | |
| 7 | The UNMIT Office of Mission Support should ensure that there is adequate back-up in the Personnel Section to ensure that there is representation on all interviews. | Human Resources | Moderate | C | Action completed | Implemented |
| 8 | The UNMIT Office of Mission Support should ensure that problematic recruitment cases are referred to the Chief of Mission Support or the Field Personnel Division without delay so that the cases may be disposed of in a timely manner. | Governance | Higher | C | Action completed | Implemented |
| 9 | The UNMIT Office of Mission Support should develop a strategy to improve the geographical distribution of staff and ensure gender balance. | Human Resources | Moderate | O | Confirmation by UNMIT that as strategy to improve geographical distribution of staff to ensure gender balance has been developed | December 2008 |

1. C = closed, O = open