United Nations · Nations Unies

INTEROFFICE MEMORANDUM · MEMORANDUM INTERIEUR

TO:
A:
Ms. Eleanor Burns, Chief,
Peacekeeping Audit Service, Internal Audit Division,
Office of Internal Oversight Services

DATE: 14 October 2011

REFERENCE:

THROUGH:
S/C DE:

FROM:
DE:
Anthony Banbury, Assistant Secretary-General
for Field Support

SUBJECT:
OBJET:
**Draft OIOS report on the audit of staffing table and post management –
Assignment no. AP2011/615/02**

1.   I refer to your memorandum dated 16 September 2011, regarding the above-mentioned audit. Please find attached our comments on the recommendations and issues contained in the draft report.

2.   Thank you for the opportunity to comment on the draft report. We stand ready to provide any further information that may be required.

cc: Ms. Wong

ANNEX I
SUMMARY OF RECOMMENDATIONS
AP2011/615/02 - Audit of staffing table and post management

Para. no.	Recommendation	Critical/ Important	Accepted? (Yes/No)	Responsible individual	Implementation date	Client comments
9	DFS should clarify and formalize the roles and responsibilities of the Field Personnel Division in staffing table and post management.	Important	Yes	Director, FPD	2nd Quarter 2013, subject to the implementation of the GFSS	The Field Personnel Division's (FPD's) roles and responsibilities for creating posts, general temporary assistance positions, staffing tables and the monitoring of loaned posts will be defined in the revised Standard Operating Procedure (SOP). The responsibility and procedure to change the location of the post/staff will also be reflected in the SOP. Finalization of the SOP depends on the implementation of the Global Field Support Strategy (GFSS), which entails a transfer of operational and transactional functions currently performed in the Field Personnel Operations Service (FPOS) of FPD to the Global Service Centre (GSC) in Valencia and further to the Regional Service Centres (RSCs). Human resources officers in the RSCs will support workforce planning and first classification reviews, monitor staffing table management, provide business advisory, succession planning and mobility management services, and operational monitoring for each assigned mission and/or region. The current FPOS will be reconfigured to a strategic and monitoring function within FPD. The SOP will also reflect the roles and responsibilities of the human resources section in the GSC, as well as in the RSCs.

14	DFS should revise the standard operating procedures for staffing table and post management for field missions to include detailed procedures and ensure that these procedures and interim instructions are widely available to effectively support and guide staff performing these functions.	Important	Yes	Director, FPD	2nd Quarter 2013, subject to the implementation of the GFSS	The revised SOP will reflect detailed procedures for staffing table and post management. The revision process may be lengthy as it requires coordination and feedback from stakeholders at Headquarters and field missions. Reference is also made to our comments on the recommendation in paragraph 9 above relating to the dependency of the structure, roles and responsibilities of human resource sections in the GSC and RSCs.
18	DFS should develop a training programme and ensure that staff involved in staffing table and post management at Headquarters and in the field receive sufficient operational-level training on related policies and procedures.	Important	Yes	Director, FPD	2nd Quarter 2012	The Organizational Design and Classification Unit (ODCU) of FPD will develop a complete training programme on staffing table and post management.
32	DFS should ensure that mechanisms are in place and reports in Nucleus are available for use by the Field Personnel Division to enable effective and efficient monitoring of the management of staffing tables and posts as conducted by field missions. These mechanisms should be used and reports reviewed on a regular basis.	Important	Yes	Director, FPD	2nd Quarter 2012	The Information Management Unit of FPD will generate ad hoc and specialized reports showing post management changes based on the requirements of ODCU. FPD will review these reports periodically (based on the type of report) to monitor compliance with the SOP on staffing table and post management.
39	DFS should make full use of the control features of Nucleus to effectively support and monitor staffing table and post management.	Important	Yes	Director, FPD	2nd Quarter 2012	Please refer to our comments on the recommendation in paragraph 32 above.

ANNEX II
OPPORTUNITIES FOR IMPROVEMENT
AP2011/615/02 - Audit of staffing table and post management

Para. no.	Recommendation	Client comments
15	DFS could consider periodically distributing the standard operating procedures with a memorandum on corresponding general roles and responsibilities with regard to staffing table and post management to the Director/Chief of Mission Support and requiring written acknowledgment of these roles and responsibilities.	FPD agrees with the suggestion to periodically distribute the Standard Operating Procedure (SOP) to the Directors or Chiefs of Mission Support, highlighting their roles and responsibilities and receiving their acknowledgment.
23	DFS could develop a mechanism to ensure that the staffing tables established and maintained in Nucleus reflect the approved budget with respect to the total number of posts by category/grade, post location and functional title.	The Nucleus system has the functionality for each mission to attach official documents regarding posts and allotments for the staffing table period (see attached sample of Nucleus screenshot 1). ODCU/FPD creates staffing tables in Nucleus based on the records attached by missions which includes the approved budget with respect to number, category, level, functional title and location of posts.
34	DFS could conduct an annual review to validate the list of users of Nucleus for access control.	The Information Management Unit of FPD will initiate a review process with the missions along the lines of the annual Integrated Management Information System (IMIS) access rights review.
37	DFS could review the reports in Nucleus to ensure statistical data required for analysis and use in decision-making is readily available.	The Information Management Unit of FPD has developed standard reporting tools for staffing table management from 2006 to date, which is ongoing process based on user requirements (see attached sample of Nucleus screenshot 2). These tools enable clients to view positions by mission and occupational group as well as specific data by gender and nationality.

Staffing Table UNISFA

Jennifer MASTON
Close

P001: 09/07/2011 - 31/01/2012 | ✎ Staffing Table Maintenance | ⛁ Org Chart

Refresh

Position and Grade Matrix	Vacancy	Search	Advanced Inquiry	Staffing Action Log	Documents	Issued Contracts	Expired Positions

Name:	United Nations Interim Security Force for Abyei (09/07/2011)
Management:	DPKO
Staffing Mode:	Locked
Leading Department	DPKO
Family Status	Non-family mission
Team	West Africa

UNISFA Org Chart _ GTA POSTS.pdf	Sokhna Diarra Bousso GUEYE	16/08/2011 11:54	29.3kb	
UNISFA_Allotment Advice_SKC_1112_AA03.pdf	Clement D'COSTA	25/07/2011 10:10	359.1kb	
UNISFA_Controller Memo_14_07_2011.pdf	Clement D'COSTA	22/07/2011 10:55	79.6kb	
UNISFA_Temporary Staffing Table.xls	Clement D'COSTA	22/07/2011 10:34	93.0kb	

Staffing Table
Reports

🔧 **Preset report criteria**
Preset criteria values/defaults for reports

● Analysis

📋 **ST Post Management**
Staffing Table Post Management

● EO

📋 **Staffing Table v2.5**
Staffing report v2.5 This report is able to produce both function and admin views of the ST as well as recruitment status for a mission.

📋 **EO Gender Breakdown**
Gender by mission and unit

📋 **EO Staff Diversity**
Gender by mission and unit

📋 **EO EPAS**
ePas information

📋 **EO Nationality**
Nationality by mission and unit

📋 **EO Staff Retiring**
Gender by mission and unit

● Operational reports

📋 **Incumbency Report by Occupational Group**
Incumbency Report for the selected Occupational Group(s) and Mission(s)

📋 **Nucleus Extract Dependents**
Staffing Data set used for the purpose of FPMS Migration to Nucleus

📋 **Approved Statistics**
A slice and dice format /Analysis report of the approved Staffing Statistics approved by the FPD Director

📋 **Country Profile**
Nationality Report (Field Mission Staff)

📋 **Staff on SPA**
Staff members who are in receipt of Special Post Adjustment

📋 **Staffing Comparison**
Difference in Staffing Tables between dates

📋 **Staffing Table**
Staffing report with post statistics

📋 **Nucleus Data Extract**
Staffing Data set used for the purpose of FPMS Migration to Nucleus

📋 **Alphabetical Staff List by date**
Alphabetical Staffing List

📋 **Authorized posts**
Number of authorized posts per mission (source: Nucleus staffing tables)

📋 **Dependents**
Dependents

📋 **Staffing analysis (Nucleus / IMIS)**
shows mismatches in IndexNo assigned to posts in Nucleus Staffing module and IMIS

📋 **Staffing Complement**

📋 **Staffing Table Report**
Consolidated Staffing Table Report for Field missions