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INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

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

CONFIDENTIAL

TO: Mr. Christopher F. Bagot, Chief
A: Geneva Audit Service
Internal Audit Division, OIOS

DATE: 26 April 2012

THROUGH Neeta Tolani, Director *HTolani*
Office of the Under-Secretary-General for Management

REFERENCE:

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

SUBJECT: **Assignment no. AE2011/311/03 – Audit of UNOG Human Resources Management**
OBJET: **Service - structure and delegation of authority**

1. Attached please find Annex I with the comments of DM/OUSG to recommendations 1 and 2 and the comments of UNOG to recommendations 3 and 4 of the draft report on the above-mentioned audit.
2. Thank you for providing the opportunity to comment on the recommendations.

cc: Mr. Adams
Mr. Raskelei
Ms. Vilela
Ms. Mukarusagara

*12-01099
26 April 2012*

AUDIT RECOMMENDATIONS

Audit of UNOG Human Resources Management Service - structure and delegation of authority

Rec. no.	Recommendation	Critical ¹ / important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	The Department of Management should clarify the United Nations Office at Geneva (UNOG) mandate for recruitment and administration of staff and related legal services, as part of the ongoing review and update of the Secretary-General's Bulletin on the organization structure and functions of UNOG, and use the results as a basis for making decisions on delegation of authority and other structural arrangements at the Geneva duty station.	Important	Yes	Director, OUSG/DM	31 December 2012	<p>In response to the General Assembly request contained in resolution 64/259, the Secretariat conducted a comprehensive review of the existing system in respect of the Staff Regulations and Rules (which cover all aspects of human resources management within the Organization) and the Financial Regulations and Rules (which cover all matters related to finance, budgeting, procurement and property management). The aim of this comprehensive process was to establish who has the delegated authority to take specific decisions and actions and to identify the legal source of authority in each instance.</p> <p>The Department of Management completed the revision of the ST/SGB dealing with delegation of authority on human resources and this is now with the Executive</p>

¹ Critical recommendations address significant and/or pervasive deficiency or weakness in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

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						Office of the Secretary-General for approval.
2	In its review of Administrative Instructions, the Department of Management should clearly address the delegation of human resources authority issues relating to the United Nations Office at Geneva and its clients, and establish provisions for regular review and monitoring of the delegated authority. Additional details on delegation of authority issues could be addressed in a guidebook on delegation of authority or other supplementary documentation.	Important	Yes	Director, OUSG/DM	31 Dec 2012	Please refer to client comments for Recommendation # 1 above.
3	The UNOG Human Resources Management Service should as part of its efforts to address the staffing constraint problem assess the appropriate staffing level at current work load levels and consult with its clients to review the distribution of responsibilities and workflow processes with a view to optimizing the use of staff resources.	Important	Yes	Chief, HRMS	31 December 2012	HRMS has already initiated a major exercise to assess workload of HR officers and assistants in a consistent manner based on the quantitative and qualitative parameters of comprehensive services provided to its clients. The results of this exercise, which will to a large extent depend on the cooperation and assistance from UNOG Information and Communication Technology Service (ICTS) and UNOG Financial Resources Management Service (FRMS), will be used to (1) achieve a more rational and efficient distribution of workload and resources between HRMS and its client entities, particularly larger ones, and (2) establish a more accurate system of billing XB clients for services rendered. This

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						exercise is planned to be finalized in 2012, subject to support from FRMS and ICTS.
4	The UNOG Human Resources Management Service should establish and agree on formal coordination arrangements with its clients, including: i) mandatory regular meetings between the Human Resources Officers and Assistants with their clients; ii) a mechanism for staff to be informed when there are delays in processing their entitlements; and iii) special communication and coordination arrangements for field office staff.	Important	Yes	Chief, HRMS	31 December 2012	HRMS has initiated monthly coordination meetings with client entities to discuss operational and strategic issues of common interest. The first part of the recommendation has therefore been implemented. HRMS is currently reviewing the feasibility of introducing automatic updates for clients at each stage of a HR process. ICTS is supporting HRMS on this and other automated initiatives. The deadline for implementation of parts ii) and iii) of the recommendation will largely depend on the schedule of work of ICTS.