

Responses to Requests

of the Fifth Committee

6 November 2006

Submitted by OHRM
Incorporating responses from DPKO

Queries and responses below are in relation to the Secretary-General's report on "Investing in people" (A/61/255 and Add 1.).

RECRUITMENT

1. Provide details of recruitment and staffing centre. [African Group; G77/China; Nigeria; Pakistan]

The functions of the recruitment and staffing unit, which will be an integral part of OHRM, include:

- (a) Building rosters based on strategic workforce planning;
- (b) Conducting outreach campaigns;
- (c) Identifying high-quality candidates;
- (d) Undertaking administrative functions, such as reference checks;
- (e) Issuance of specific vacancy announcements and support of temporary recruitment through expedited selection procedures;
- (f) Administering the national competitive examination for entry-level geographic posts in the Professional category;
- (g) Setting the standards for examinations of other types such as pre-employment examinations for General Service and related categories and other entrance tests.

In carrying out the above functions, the unit will provide support to the entire Secretariat, including DPKO and other departments and offices with field based activities, and work closely with them in developing procedures and systems in order to ensure consistency throughout the Secretariat.

The unit will be staffed by human resources professionals who will identify operational needs, provide expert support in strategic workforce planning, outreach activities and efficient selection and recruitment.

Timeline for implementation

Full implementation of the recruitment and staffing strategy would be done in a phased manner over a three-year period.

Timeline	Implementation
2007	<ul style="list-style-type: none">• The development of legislation, including changes to staff rules and administrative issuances following the necessary consultations.• The development of recruitment and outreach strategies.• Establishment of the recruitment and staffing unit, including realignment of existing resources and integration with additional resources.• Introduction of new e-staffing tool subject to approval of resources.
2008	Development of rosters and roster management tools.
2009	Full implementation of the system.

Accountability of programme managers

As stated in paragraph 103 of the document A/61/255, under the proposed recruitment and staffing system, programme managers continue to have delegated authority for recruitment and placement and remain responsible for ensuring that the vacant posts are filled in a timely manner, by the most suitable candidate and in accordance with the organizational mandates, principles and standards. Their performance in human resources management, particularly compliance with mandates on equitable geographical distribution and gender balance, is monitored through the HRAP system, and reviewed by the Management Performance Board.

The role of OHRM in monitoring the selection decision by department heads will be strengthened. In cases where department heads, particularly those who are not meeting departmental targets for geography and gender, would intend to select an external candidate from an overrepresented Member State or a male candidate where there is an equally qualified female candidate, this selection will need to be justified to and approved by OHRM, except for mission posts and posts located in an office, fund or programme whose executive head has received specific appointment and promotion authority, e.g., UNEP, UNODC or OIOS. Also, managers who would intend to select external candidates for P-3 positions will be required to justify the selection to OHRM. OHRM will have the authority to place candidates from the roster of those who were successful in the national competitive examination for P-2 posts.

2. Provide a comparison between the current roster and the proposed roster systems, including a flowchart of the proposed roster system. [Algeria; CANZ; EU; Jordan; Nigeria; Pakistan] How many rostered candidates were selected over past three years and what is their percentage of total recruitments? [Japan]

At present, existing rosters of pre-qualified candidates ready for immediate recruitment are not used as a main tool for recruitment for vacancies in the Secretariat.

Rosters in the Galaxy system

Currently, for each advertised vacant post, a programme manager evaluates candidates against a set of criteria approved by a central review body. Programme managers submit their recommended candidates to a central review body for review, to ensure that candidates were evaluated on the basis of the pre-approved evaluation criteria and that the applicable procedures were followed. After the central review body is satisfied that the procedures have been followed, the head of department/office selects a candidate to fill the post. The other qualified candidates who were not selected are placed on a roster. As a result, a roster is created for each vacancy and managers can select from that roster should a similar vacancy occur. In that case, the candidate taken from the roster does not need to be reviewed again by a central review body, as the roster candidate has already been reviewed. A candidate may be on more than one roster at any given time.

The current information technology tool allows only a limited use of rosters. The roster management module in Galaxy became operational in September 2005 and, that year, five selections out of 652 vacancies (0.8%) were from the roster. In the period 1 January - 30 September 2006, 16 out of 684 (2.3%) selections were from the roster.

DPKO rosters

Vacancies in UN peace operations up to and including the D-1 level are filled through pre-vetted rosters of candidates. DPKO circulates generic vacancy announcements built on the basis of OHRM-approved generic job profiles and existing and anticipated requirements. Highly specialized positions, positions with specific deployment requirements (e.g. UNAMI), or those that cannot be filled through existing rosters, are circulated as post-specific vacancies. As required, DPKO conducts targeted outreach, through notes verbales, briefings, visits and networking efforts to identify candidates, in particular for hard-to-fill vacancies.

As approved by the General Assembly in its resolution 59/296, when applying for generic vacancy announcements, applicants may express their preference for the missions where they would wish to serve. Applicants are first screened against the primary requirements of the position, as set out in the vacancy announcement (e.g. educational, experience and language requirements) and against eligibility criteria. Initially screened candidates are then submitted to a second round of technical clearance by experts in the specific occupational group. Candidates that successfully pass through the initial and technical clearance processes are placed on the rosters. DPKO periodically contacts rostered candidates to ascertain their continued interest in serving UN peace operations. Rosters are valid for one year.

Although heretofore no central review body mechanism has reviewed DPKO rosters prior to their submission to programme managers, DPKO is currently in the process of introducing such a mechanism in consultation with OHRM and staff representatives.

Through Field Personnel Sections, programme managers in field operations have access to the rosters of pre-vetted candidates, from which they select to develop a short list for a specific position. Programme managers are encouraged to conduct competency-based interviews of the short-listed candidates and to provide a comparative evaluation comprising at least three candidates in submitting their selection decision to PMSS/DPKO for final validation of the selection process and appointment processing.

Use of rosters by DPKO has provided valuable experience. It highlighted the need for strong workforce planning and forecasting so as to ensure that the occupational groups reflect the anticipated needs of the Organization. It has also shown that generic job profiles should be reviewed to attract those candidates who possess the right set of skills. It also identified the need for upstream administrative clearance of external candidates which would greatly expedite the filling of the vacant posts. Finally, the experience demonstrates the need for strong roster management and oversight capacities to ensure that rosters - in particular in terms of candidate availability - are kept up-to-date and that central management can take action, as required, to ensure that posts are filled in an effective and expeditious manner.

The future roster system

The new rosters will be used as the primary instrument for staffing throughout the Secretariat, including in the field.

Based on organizational needs identified through strategic workforce planning exercises, generic vacancy announcements will be issued. After an initial screening of applications by human resources officers, candidates will be interviewed by expert groups, composed of staff with substantive knowledge in a given occupation, who will recommend candidates for inclusion in the roster. Central review bodies will review the process leading to proposals for placement on a roster.

Pre-screened candidates will then be administratively cleared. The clearance process will include checking of references, educational background, employment history and internal clearances. After clearance, the candidates will be placed on the roster based on the occupational group and level for recruitment. When a specific vacancy arises, the programme manager will be able to select a candidate from the roster. The manager will determine their suitability for a particular function. Pre-screened candidates will be ready to be reviewed and selected, ensuring significant gains in time.

The rosters will be actively managed to ascertain the continued availability of candidates. The rosters will be periodically replenished and updated to ensure that candidates on the roster continue to be available for recruitment. Flowcharts showing the workflows of the current and future staff selection systems are provided in Annex 1, 2 and 3.

3. Provide further clarification on how the pre-screened roster will be matched with the specific posts in terms of competency and qualifications. [Japan]

Departments are involved in the development of generic job profiles and in the assessment of candidates before placement on the roster, through the departments' participation in the expert groups. With respect to individual vacancies, programme managers will be able to select the most suitable candidate for the post. OHRM will monitor the process to ensure that applicable policies and mandates are followed, including those on geography and gender.

4. How did Galaxy contribute to improving recruitment of competent staff for the Organization? How do you process the large number of applications while fulfilling the requirement of merit and transparency? [Ghana]

The introduction of the Galaxy e-staffing tool automated the process and allowed a much larger pool of candidates from all parts of the world to apply to posts in the UN Secretariat. Galaxy facilitates the comparison of candidates against the evaluation criteria of a vacant post. To ensure transparency, Galaxy enables the human resources officer, programme manager and central review bodies to have access to all eligible internal and external applicants. However, one of the limitations of this tool is the lack of robust and efficient screening mechanism.

Great care is taken in evaluation of all applications. Eligible candidates are forwarded to the programme manager for review. Programme managers are able to use searches in Galaxy to highlight the candidates who best meet the evaluation criteria. Human Resources Officers assist in creating shortlists by reviewing candidates on the basis of various criteria, including gender and geography. The central review bodies have access to all eligible internal applicants and all external applicants to ensure transparency.

5. What are the safeguards for preventing discrimination and promotion of personal preferences? [G77/China]

The safeguards to prevent discrimination and promotion of personal preferences include the following:

- (a) Central review bodies review and approve evaluation criteria of each vacancy prior to its issuance. This measure prevents inclusion of tailor-made criteria in the review of candidates, as the criteria are approved before the candidates are submitted to the programme manager for evaluation.

(b) Human resources officers screen external applicants to ensure that they do not have close family relationships with serving staff members, in accordance with staff rule 104.10.

(c) Central review bodies review the programme managers' recommendations to ensure that candidates were evaluated on the basis of the pre-approved evaluation criteria and that the applicable procedures were followed. The record also has to indicate that no existence of a mistake of fact, a mistake of law or procedure, prejudice or improper motive could have prevented a full and fair consideration of the requisite qualifications and experience of the candidates.

(d) The recommendation for selection must be accompanied by a certification that, in making the recommendation, the head of department/office has taken into account the Organization's human resources planning objectives, especially with regard to geography and gender balance.

(e) OHRM monitors the performance of departments/offices through the human resources action plans, including the selection of candidates for posts, to ensure compliance with organizational policies and goals.

6. How many external and internal candidates have been selected over one year period? [Pakistan]

For the period 1 October 2005 – 30 September 2006, 277 internal and 250 external candidates (total 527) were selected for posts at the P-3 to D-1 levels advertised under the staff selection system.

7. Provide details on strategic workforce planning, including on identification of gaps and the necessary skills. [Singapore]

As set out in the Secretary-General's report on human resources management reform (A/61/228), strategic workforce planning will be based on systematic analyses of supply and demand requirements, gap analyses, and elaborating solutions to address the gaps between today's workforce and future needs.

On the basis of an analysis of the evolving role of the Organization and its medium- and long-term human resources needs, and taking into account upcoming retirements and the desired new workforce profile, the Organization would undertake systematic workforce planning and targeted recruitment in anticipation of future skills needs. Forecasts of future talent needs will be projected at both the individual departmental and organizational levels. Departments would undertake systematic cross-training and focused development, including developmental work assignments, to build needed skills and competencies. Future talent needs will be a key factor in the allocation of organizational training and learning resources.

- (a) Assessment of the current workforce: Determine what the current work force resources are and how they will evolve over time through recruitment, mobility, turnover, etc. This includes a clear determination of the parameters and metrics by which the workforce is best characterized.
- (b) Analysis of the future workforce: Develop specifications for the numbers and kinds of staff and managers the Organization will need to accomplish its mission, the locations where they will serve, the duration of their service, their goals and objectives. This is developed in conjunction with the Organization's strategic plans and budget documents.

- (c) Identification of 'gaps': Determine what gaps exist between the current and projected workforce needs. Two-year human resources action plans are taken into account.
- (d) Development of strategies to address the 'gaps': These strategies would include recruiting, training/retraining, restructuring, contracting out, competency-based assessments, leadership development, succession planning, technological enhancements, etc. In addition, performance measures should be used to assess strategic progress.

Strategic workforce planning will allow for a more proactive, specific and targeted outreach in the recruitment activities based on organizational needs. This outreach will be based on strategic and systematic planning process, rather than by simply waiting for applications to be sent in response to advertised vacancies. Targeted recruitment campaigns will be conducted to provide information about employment opportunities with the United Nations and to invite applications. The Organization will approach, for example, academic and policy institutions, professional associations, non-governmental organizations, women's associations, and Member States. The Organization will be more creative in seeking alternative means to disseminate information about vacancies and to attract the attention of promising candidates. On the basis of organizational needs identified through strategic workforce planning exercises, generic job profiles will be developed and generic vacancy announcements will be issued for different occupational groups.

GEOGRAPHICAL DISTRIBUTION AND GENDER BALANCE

8. How is geographical distribution going to be maintained and monitored in light of a large number of staff who will retire? [Togo]

The geographical distribution will be very closely monitored through:

- (a) Strengthened measures for OHRM to support the Secretary-General in holding programme managers accountable for meeting their geography and gender targets.
- (b) Monitoring the adherence to Human Resources Action Plans, particularly of the target which requires the advertisement of all anticipated vacancies at least 6 months prior to the date of retirement.
- (c) Drawing to the attention of Heads of Departments which staff are due to retire;
- (d) Providing regular statistical updates to Heads of Departments;
- (e) Inviting Member States whose representation status will be affected by upcoming retirements to participate in National Competitive Examinations;
- (f) Inviting unrepresented and underrepresented Member States to participate in Fast Track; and
- (g) Conducting targeted recruitment campaigns.

9. Provide information on why the system of equitable distribution has not been fully complied with. [Bangladesh]

The following information provides an update of data initially provided at the 59th session in the report of the Secretary-General on improvement of equitable geographical representation in the United Nations Secretariat (A/59/264).

An analysis of the updated information as provided in Table 1 below shows a positive trend over the years in absolute terms, as the number of unrepresented Member States declined from 28 to 18, and the number of underrepresented Member States

declined from 25 to 11. An assessment of the situation may also be made by analyzing the data in relation to the total number of Member States in a given year, as shown in Table 2 below.

Tables 1 and 2 show that, of the 184 Member States in 1994, 28 (15.2 per cent of the total membership) were unrepresented and 25 (13.6 per cent) were underrepresented. By contrast, of the 191¹ Member States in 2006, 18 (9.4 per cent) were unrepresented and 11 (4.7 per cent) were underrepresented. The substantial decrease in the proportion of unrepresented (38 per cent) and underrepresented Member States (58 per cent) shows an improvement over the period 1994 to 2006. Both tables show an improvement of the situation over the past 12 years.

Table 1 - Number of unrepresented and underrepresented Member States, 1994-2006 (as at 30 June)

<i>Member States</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>
Unrepresented	28	25	23	25	24	24	21	18	16	17	15	17	18
Underrepresented	25	25	22	20	9	13	8	10	11	10	10	9	11
Number of MS	184	185	185	185	185	185	188	189	189	191	191	191	191

¹ On 28 June 2006 the number of Member States increased to 192 with the admission of Montenegro, for which specific data are not available yet.

*Table 2 - Unrepresented and underrepresented Member States as a percentage of the total number of Member States, 1994-2006
(as at 30 June 2006)*

<i>Member States</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>
Unrepresented (as a percentage of the total)	15.2	13.5	12.4	13.5	13.0	13.0	11.2	9.5	8.5	8.9	7.8	8.9	9.4
Underrepresented (as a percentage of the total)	13.6	13.5	11.9	10.8	4.9	7.0	4.2	5.3	5.8	5.2	5.2	4.7	5.7
Total	184	185	185	185	185	185	188	189	189	191	191	191	191

The data provided below on the evolution of the composition of the group of unrepresented and underrepresented Member States allow for a more concrete understanding of the situation and its changing nature.

1994

Unrepresented Member States as at 30 June 1994 (28)

Andorra, Armenia, Azerbaijan, Bahrain, Brunei Darussalam, Democratic People's Republic of Korea, Eritrea, Estonia, Kazakhstan, Kuwait, Kyrgyzstan, Latvia, Lithuania, Maldives, Marshall Islands, Micronesia (Federated States of), Monaco, Mozambique, Namibia, The Republic of Moldova, San Marino, Sao Tome and Principe, Solomon Islands, Tajikistan, the former Yugoslav Republic of Macedonia, Turkmenistan, Uzbekistan and Vanuatu.

Underrepresented Member States as at 30 June 1994 (25)

Albania, Angola, Bahamas, Bosnia and Herzegovina, Botswana, Cape Verde, Croatia, Djibouti, Dominica, Georgia, Guinea-Bissau, Indonesia, Japan, Lao People's Democratic Republic, Liechtenstein, Mongolia, Panama, Paraguay, Qatar, Republic of Korea, Saudi Arabia, Slovenia, Ukraine, the United Arab Emirates and Venezuela.

2006

Unrepresented Member States as at 30 June 2006 (18)

Angola, Bahrain, the Comoros, the Democratic People's Republic of Korea, Timor-Leste, Kiribati, Kuwait, Liechtenstein, the Marshall Islands, Monaco, Nauru, Palau, Samoa, Sao Tome and Principe, Tajikistan, the United Arab Emirates, Vanuatu and Yemen.

Underrepresented Member States as at 30 June 2006 (11)

Brunei Darussalam, Japan, the Libyan Arab Jamahiriya, Mexico, Norway, Oman, Qatar, the Republic of Korea, Saudi Arabia, Switzerland and Viet Nam.

Of the 28 unrepresented Member States in June 1994, 8 (or 28.8 per cent) are unrepresented in 2006 (Bahrain, Democratic People's Republic of Korea, Kuwait, Marshall Islands, Monaco, Sao Tome and Principe, Tajikistan and Vanuatu), and of the 25 underrepresented Member States in June 1994, 4 (or 16 per cent) are currently underrepresented (Japan, Qatar, Republic of Korea and Saudi Arabia).

10. What actions have been taken to strengthen accountability for compliance with geographical distribution and gender balance and what is the basis for continuing to recruit from overrepresented countries without undertaking efforts to fill those posts from the unrepresented and underrepresented countries? [Bangladesh]

Recruitment of staff in the United Nations is based on Article 101 of the Charter which gives paramount consideration to the highest standards of efficiency, competence, and integrity. Due regard is paid to the importance of recruiting the staff on as wide a geographical basis as possible.

The Secretary-General has implemented several measures to improve geographical distribution and gender balance in the Secretariat in response to requests by the General Assembly, including most recently in resolutions 57/305 and 59/266. A main vehicle for improving the representation of Member States is the national competitive examinations offered to Member States that are unrepresented, underrepresented or may fall below their desirable ranges. Other measures include the setting of specific targets in the human resources action plans to increase the number of recruitments of candidates from unrepresented and underrepresented Member States; certification by heads of department and office that they have taken into account the targets in their human resources action plans with regard to geography and gender, when making selection decisions; the holding of periodic meetings and briefings with representatives from unrepresented and underrepresented Member States; organizing special recruitment missions; requesting unrepresented and underrepresented Member States to identify national focal points to facilitate collaboration with the Secretariat; designation of a full-time focal point in the Office of Human Resources Management for geographical distribution to work with Member States and departments; enhancements in the Galaxy e-staffing system to highlight candidates from unrepresented and underrepresented Member States as well as a search function to help managers identify candidates by nationality and gender.

Another measure intended to reduce the numbers of unrepresented and underrepresented Member States was the introduction of a fast-track pilot project, approved by the General Assembly in its resolution 59/266. The project envisaged establishing a special roster of candidates, for posts at the P-4 and P-5 levels, from unrepresented and underrepresented Member States. The candidates would remain on the special roster until the representation came within the desirable ranges. A total of 319 applications have been received from nationals of nine of the Member States concerned. The applications are currently under review by programme managers.

In addition, the role of the office of Human Resources Management is being further strengthened in supporting the Secretary-General in holding programme managers accountable for meeting gender and geography mandates. In cases where department heads, particularly those who are not meeting departmental targets for geography and gender, recommend an external candidate from an overrepresented Member State or a male candidate where there is an equally qualified female candidate, the recommendation will need to be justified to and approved by the Office of Human resources management.

Managerial performance in human resources management is reviewed by the Management Performance Board, chaired by the Deputy Secretary-General, which serves as a mechanism for enhancing managerial accountability at the highest levels. Compliance with mandates on equitable geographical distribution and gender balance set by the General Assembly are key performance indicators in the management performance plans of department heads. The Management Performance Board can report cases of non-compliance to the Secretary-General for action.

11. Provide information on whether the provisions of the resolutions 41/206A, 53/221, 55/258, 57/305 and 59/266 (on taking all necessary measures to ensure equitable representation of Member States, in particular the developing countries, at the senior and policy making levels) have been complied with, in regard to senior a policy making appointments. Provide elaborations on the paragraph 21 of the report A/61/255 with specific references to the issue. [Bangladesh]

In order to strengthen leadership and to enhance transparency in the appointment of senior officials, in 2005 the Secretary-General put in place a selection process that ensures greater outreach and a wider search for qualified candidates. Clear job descriptions and required competencies are developed against which candidates can be assessed. A more systematic process of vetting candidates and checking their references was instituted, with external assistance when necessary. Candidates are interviewed and the recommendations are submitted to the Secretary-General for final decision.

The development of core and managerial competencies has been a significant step in setting standards and for communicating the Organization's expectations of high performance and managerial excellence. Competencies have served as a basis for the design of focused development programmes, the creation of feedback instruments and the establishment of recruitment and selection criteria.

In his report on Investing in People, the Secretary-General proposes to introduce more rigorous and systematic approaches to selection for senior positions, including for peace operations. For this purpose more proactive headhunting strategies will be adopted to identify and attract promising candidates. Candidates from the widest possible pool will be presented to the Secretary-General to facilitate the selection of a person who meets stringent criteria, with due regard to geographical distribution and gender balance. One of the key elements of the evaluation criteria for all senior posts will be a sound track record of successful managerial and leadership experience. Competency-based interviews will be mandatory for all senior positions, complemented by other assessment techniques, as appropriate. All members of interview panels for senior staff will be required to undergo training in competency based interviewing.

HUMAN RESOURCES INFORMATION TECHNOLOGY

12. Provide an analysis of tasks, scope, and coverage of the proposed e-Staffing Tool, including its compatibility with the UN wider IT proposals such as ERP?[EU]

For over four years the Secretariat and the Department of Peacekeeping Operations (DPKO) have relied on an internally developed recruitment application (Galaxy) that supports the staff selection policies throughout the Secretariat and handles all aspects of the recruitment workflow, from vacancy request to selection decision. The application has been implemented in over 40 duty stations including all seven main overseas established offices, peacekeeping missions, the Tribunals and all departments at Headquarters. The Office of Human Resources Management (OHRM) initiated the advertising of vacancies in Galaxy in 2002. DPKO commenced advertising field vacancies in Galaxy in 2004.

The decision to develop this application came from the realization that a manual system was no longer able to support the needs of the Organization in the staffing function. The decision to build this application in-house was taken which was based on similar development approach as IMIS at that time.

Galaxy was developed as a tool to manage basic recruitment processes. Significant changes are now required to bring the current system up to industry standard and to permit a broader use for staffing purposes, including implementation of managed mobility. There are now commercially available recruitment applications that were not available at the time of deployment of Galaxy and that could not meet project organizational needs. The proposed new e-staffing tool will be based on a flexible and scalable technology platform, which will enable the Organization to meet its changing needs. The foundational work carried out in the building of the first generation of tools under Galaxy is still very valuable and will be leveraged as we upgrade and replace the underlying technologies.

In-depth analysis was conducted in 2005 to study the feasibility of using an off-the-shelf-package as per the Secretary-General's report on Information and Communications Technology Strategy, A/59/265/Add.1 for the replacement of Galaxy. Workshops were held with participation from PMSS/DPKO, other departments, ITSD and OHRM. The workshops were led by an independent technology advisory firm. The result of this exercise concluded that many of the strategic areas of recruitment and talent management were not covered by Galaxy and confirmed that the UN should move forward with the off-the-shelf-software approach. In addition, it was found that cost of maintenance and enhancement of Galaxy was more than the cost of moving to an off-the-shelf software package.

The following were the main areas which were found to be limited in Galaxy:

Substantive limitations

Search abilities and screening: Programme Case Officers have limited tools to review resumes. Screening of candidates is limited to using simple keyword searches. Galaxy does not have Boolean (and/or, inclusive, exclusive, etc.) types of searches for various factors. For example, one cannot search for "all external candidates except those from overrepresented countries". It does not provide many screening questions or other layers of review to help narrow down the number of candidates.

Rostering and sourcing: Currently Galaxy provides simple rostering support only. There are no sophisticated roster search capabilities.

Reporting: Reporting is cumbersome, difficult and weak and hence many other systems are created for even simple reporting. Most of the reporting features are accessible only to specialists.

Change management: The technology and the governance structure do not support rapid changes. Any change takes 6-9 months. Changes in workflows are difficult to accomplish.

Offers of appointment and onboarding: Galaxy does not have features to provide offers of appointment. There is no link between the selection decision in Galaxy and the offer and onboarding in IMIS.

Audit function: Galaxy has a limited capability for monitoring of recruitment processes for audit purpose.

Completeness of information: Galaxy does not contain all information on the process. For example, messages exchanged on cases are not part of Galaxy and must be kept elsewhere, as Galaxy is a transactional, decision-based tool, not a repository of information.

Skills inventory: Galaxy does not link to or include a skills inventory and thus cannot extract or propose matches of candidates to requirements.

Candidate tracking of applications status: The status only has two values: under consideration and selection is made.

Technical limitations

Registration: The current registration process does not take into account self-service and the controls required.

High availability: The current architecture does not support the business requirement of the site being always up because of the technology underneath.

Integration with outside portals and websites: Currently Galaxy does not interface with outside country websites for sourcing purposes.

Site security: The site has been hacked in the past and security needs to be updated.

The new e-staffing tool will be a comprehensive talent management system which will help us manage strategic and management aspects of the staffing system. It will provide the following:

- 1) Recruitment and workforce planning;
- 2) Vacancy management: external announcements and internal mobility announcements;
- 3) Career planning, leadership and succession planning;
- 4) Rostering and skills sets database;
- 5) Assessments and selection support for external and internal candidates;
- 6) Reporting;
- 7) Search capabilities; and
- 8) Management of NCE candidates.

In addition, the system will help us manage the following information:

- 1) Profiles and information (PHPs);
- 2) Individual career development and goals management;
- 3) Skills information;
- 4) Rostering functions with candidate availability information.

Integration with ERP

The ERP will record all human resources transactions and will support the administrative functions of human resources. It will include HR functions such as payroll, employee records, benefits administration, post management and staffing tables covering the Secretariat. However, it will not address the strategic human resources management functions. The new e-staffing tool would meet this requirement in support of functions which are outside the core ERP areas of automation. They will not duplicate but rather will complement the function of an ERP system. The vendors who provide talent management systems have designed the systems compatible with the existing ERP systems Oracle and SAP. Therefore, whichever e-staffing tool is chosen, it will be compatible with the selected ERP.

CONTRACTS

13. Provide the details of the proposed contracts, including financial implications beyond 2007 [EU, Ghana, Malawi, Republic Of Korea, USA]

As explained in paragraphs 223 to 239 of document A/61/255, the existing contractual arrangements no longer meet the requirements of an Organization which needs to integrate field and Headquarters staff into one global Secretariat. The impact of the change would be as follows:

- a) Promote greater equity among staff serving side by side;
- b) Enhance the Organization's ability to attract, retain and maximize the use of talent;
- c) Eliminate operational obstacles;
- d) Streamline administration of contracts; and
- e) Enhance transparency.

Under the one United Nations staff contract, the duration of appointment would be determined in accordance with the operational needs of the Organization. The following three types of appointments, which are in line with the ICSC framework, would be used for all Secretariat functions, departments, duty stations and field missions:

- a) A temporary appointment, which would cover up to a maximum period of one year (or up to two years to meet surge needs in the field), for staff appointed to meet seasonal or peak workloads and specific short-term requirements;
- b) A fixed-term appointment, which could be renewed or extended to cover a maximum period of five years;
- c) A continuing appointment, which would be open-ended.

Staff members entering the Organization would be offered either a temporary or fixed-term appointment. Staff members with five years of continuous service with the Organization would be eligible for consideration for a continuing appointment. The conditions of service under the one United Nations staff contract would be determined by the length of continuous service, thus providing a common and equitable basis to any difference in benefits and status among staff members.

The introduction of the one United Nations staff contract would offer benefits equivalent to those currently available under the current 100 series of the Staff Rules, with a simplified regime for staff appointed for six months or less, and would result in no additional financial implications for the following categories of staff:

- a) Internationally-and locally-recruited staff with appointments under the 100 series, for whom there would be no change as a result of the new contract;
- b) Internationally-recruited staff with appointments under the 200 series, for whom the benefits are the same as those of 100-series staff.
- c) Internationally- and locally-recruited staff on short-term (non-appointment of limited duration) appointments under the 300 series appointed to serve for six months or less, for whom a simplified regime of benefits would apply which would be equivalent to conditions of service currently applicable to staff on short-term appointments; and
- d) Locally-recruited staff with appointment of limited duration under the 300 series for whom the conditions of service are equivalent under the 100 series;

Financial implications would arise for the reappointment of international staff currently serving on an appointment of limited duration, which would entail additional potential entitlements, such as education grant, family visit travel and repatriation grant. The cost is estimated at \$19.1 million on the basis of current patterns of dependency and marital status of staff for 2,686 international staff (1,323 Professional staff members and 1,363 Field service staff) who held as of 30 June 2006 appointments of limited duration in field missions. The cost beyond 2007 would depend on the number and size of missions and the actual family situation of staff members.

CAREER DEVELOPMENT

14. Will all staff have equal access to training opportunities? [African Group; Nigeria]

A key principle of the organisation's learning policy is and will be that development opportunities should be made available equitably to all staff at all levels. This applies to core programmes which are centrally organized and managed by OHRM, and to programmes which are organized by departments and offices for the upgrading of the substantive skills of their staff.

The centrally co-ordinated programmes which aim at competency development and culture change are and will continue to be managed by OHRM in close partnership with the learning and human resources managers at offices away from headquarters to ensure quality and consistency, while remaining responsive to the different needs of client groups throughout the Secretariat. In addition, OHRM has and will continue to provide train the trainer sessions to DPKO training professionals on core centrally managed programmes, to facilitate the customisation of core programmes for mission staff as well as to share training materials and programme providers.

The centrally coordinated programmes are progressive and integrated, and aim at all levels of staff. They cover a wide variety of areas: orientation, leadership, management and supervision, human and financial resources management, gender and diversity, conflict management and mediation, career support and development, competency-based selection and interviewing, staff welfare, information technology, and language and communications. Additional funds would be used to further expand and strengthen current programmes to meet evolving needs and organisational priorities.

The objective of the upgrading of substantive and technical skills programme is to develop and maintain the specialized competence needed to carry out the organization's substantive and technical work. The programme also includes specialized training not covered by central training. Funds are allocated by OHRM

based on annual needs assessment and training plans prepared by individual Departments and Offices. Additional funds will assist in reducing the consistent gap (as much as 70 per cent) between available resources and the needs identified.

Career resource centres have been established in headquarters and regional commission duty stations, and provide career development workshops and services to staff at all levels, including individual counseling and opportunities to practice their skills and consult a wide assortment of books, videos, websites and other self-study materials related to career development

E-learning plays an integral role in expanding global access to learning and development. OHRM is actively transforming its e-learning resources from standard online courses to an e-learning environment that gives staff an ever-widening range of materials, greater individualization of the learning experience and greater interactivity with subject matter experts. For example, an expanded library of self-study online courses on more than 5000 topics is now offered via the internet, on-line language-learning support tools have been developed and a mandatory online training on integrity awareness was introduced in 2005. Additional resources will help expand online learning opportunities, for example, for the United Nations Virtual Academy which would serve as a central repository for organizational experience and best practices and provide learning tools and curricula for staff development in all occupational groups and for staff at all levels across all duty stations.

While the organization is committed to providing staff at all levels with a framework of opportunities, the role of managers in the development of their staff is critical. This role is continuously being reinforced in supervisory and managerial development programmes, as well as in special career planning workshops for managers. As part of the organisation's performance appraisal system, managers are responsible for ensuring that each staff member undertakes at least one developmental opportunity per annual reporting cycle. Staff and managers are encouraged to think of such training in the broadest sense, including participation in self-study programmes, professional reading, cross-training provided by other colleagues, on-the-job training, coaching, developmental assignments, etc. As such, developmental activities are both formal and informal.

15. Elaborate on the ACABQ's statement that there is an unspent balance of the existing training resources [Republic of Korea]

Training resources for 2006 are fully utilized. The resource usage reflected in Headquarters accounts does not take into account the training resources expended overseas and that the time lag in reporting/recording may take several weeks, or sometimes months. Based on the estimated cost of a confirmed training event (including consultant fees, cost of travel and hiring of venues, etc), funds must be obligated well in advance. Consequently, such funds show for an extended period of time as unliquidated in IMIS New York, at times up to 4 months. Actual disbursement and recording of such expenditures takes place only some time after an event has taken place, once all invoices have been submitted and paid and only then do they show as having been disbursed in IMIS New York.

Funds for the centrally-coordinated programmes are provided to each Office Away from Headquarters annually on the basis of training plans prepared and reviewed jointly with OHRM. Status of expenditures and projected upcoming events are monitored monthly, and quarterly meetings (telephone or video-conferencing) with each OAH are held to review current and upcoming training needs as well as any requirement for additional resources. The funds sent to OAHs may appear as unliquidated obligations because the changes made in the local IMIS at each duty station are not immediately sent to IMIS New York.

Funds for upgrading of substantive and technical skills are allotted annually to all Departments and Offices Secretariat-wide on the basis of their training plans, their expenditures records for the previous biennia and the overall availability of training funds. Quarterly meetings (face-to-face at HQ, telephone or video-conferences with OAHs) are held to review the status of implementation of the training plans and the level of expenditures as well as to discuss any additional need for training funds. The last such meetings took place during the last week of September. Some adjustments (increases and decreases) have been made to some Departments/Offices allocations as required; and all Departments and Offices have committed to use 100% of their 2006 allocations by 31 December 2006. In addition, as of 01 November 2006, OHRM has received several requests for additional training funds from Departments and Offices which so far, OHRM has not been able to accommodate due to the current shortage of funds.

16. Financial implications of proposed 2,500 civilian career peacekeepers. [CANZ, China, EU, India]

There are no direct financial implications to establishing the proposed 2,500 career civilian peacekeepers. The proposal involves a change in the personal status of the staff selected as civilian career peacekeepers. The staff would be charged against the authorized post in the mission in which they are serving. There is no intention to create additional posts in field missions for the 2,500 civilian career peacekeepers.

Financial implications would be related to streamlining contractual arrangements and harmonizing conditions of service for all staff in the field, and is not specifically related to the proposal to establish 2,500 civilian career peacekeepers. For all field staff, the financial implications for streamlining contractual arrangements are estimated at \$19.1 million per annum. The financial implications relating to the change of designation of seven special missions from their current classification as non-family to a family mission based on the security phase are estimated at \$9.9 million per annum. The financial implications relating to the introduction of the special operations approach at 13 special missions are estimated at \$228 million per year.

17. Recruitment and management of the proposed 2,500 civilian career peacekeepers [China, EU, Republic of Korea]

The proposed 2,500 civilian career peacekeepers would be recruited under the regular Secretariat recruitment process, including circulation of generic vacancy announcements and review by a central review body. Recruiting the 2,500 civilian career peacekeepers through the regular Secretariat process and against the same contractual mechanism would facilitate mobility between the field and Headquarters and other locations.

Staff selected as a civilian career peacekeeper would be subject to rapid deployment at short notice to any new or expanding operations. In addition, the 2,500 civilian career peacekeepers would be subject to rotation between duty stations, including assignment to Headquarters. The 2,500 civilian career peacekeepers would be managed by DPKO under the authority of the Under-Secretary-General for the Department of Peacekeeping Operations as Head of Department, thereby enabling the Organization to respond quickly and effectively to emerging global staffing requirements and priorities. The Department of Peacekeeping Operations would maintain occupational rosters of the 2,500 civilian career peacekeepers available for rapid deployment, and would be able to deploy any of these personnel to new or expanding operations at short notice. Time limits for service at a specific duty

station would also be set for the 2,500 civilian career peacekeepers, based on such criteria as ICSC hardship classification. Compendia of positions available due to rotation of a civilian career peacekeeper would be issued periodically to facilitate the lateral movement of the 2,500 civilian career peacekeepers between duty stations.

The 2,500 civilian career peacekeepers would not have contracts limited to service at any specific mission. Should a mission in which a civilian career peacekeeper is serving close or downsize, the staff member would be placed in another mission; thereby enabling the Organization to retain valuable skills, experience and expertise. At the same time, when any of the 2,500 civilian career peacekeepers leaves the cadre, replacements would be recruited to regenerate the cadre and bring in new skills. The composition of the occupational groups, skills and profiles of the cadre would be periodically reviewed and adjusted to reflect evolving requirements.

18. Relationship between the 2,500 civilian career peacekeepers and other human resources reforms. [China]

Contractual Arrangements

Streamlining contractual arrangements and the introduction of one UN staff contract would facilitate the mobility of the 2,500 civilian career peacekeepers between missions and headquarters duty stations. The current 300 series appointment of limited duration places barriers on the ability of field staff to serve at Headquarters as the contract is intended for mission service and does not provide for payment of post adjustment or other related entitlements such as assignment grant, rental subsidy or mobility and hardship allowance.

Harmonization of Conditions of Service

Only 11 of the 31 current UN peace operations are designated as family duty stations. Missions designated as family duty stations generally have a small staffing complement, thus limiting the opportunity for field staff to rotate between family and non-family duty stations. The high number of non-family duty stations is a barrier to attracting and retaining high quality staff to serve in the field. The harmonization of conditions of service through the introduction of the special operations approach (which provides for the possibility for family members to be installed near to the mission area) and the designation of missions as family or non-family according to the security phase in effect would provide greater opportunities for the rotation of staff between family and non-family duty stations and attract more staff to serve in the field.

The harmonization of conditions of service would apply to all international staff in the field, both the 2,500 civilian career peacekeepers and supplemental staff recruited for mission service or assigned from Headquarters or other duty stations.

Based on current security and other local conditions (e.g. medical, educational and housing facilities), it is anticipated that the special operations approach could be applied in 13 current peace operations having a total of 4,769 international staff. The current family status pattern of mission staff suggests that 56 per cent of international staff have dependents, while 44 per cent are single. Assuming that 56 per cent of the 4,769 international staff serving in the 13 missions identified as potential SOA duty stations would have dependents, it is estimated that approximately 2,670 international staff in field missions would retain families at an Administrative Place of Assignment under the special operations approach.

Mobility

The 2,500 civilian career peacekeepers would be eligible to participate in Secretariat mobility programmes; thus facilitating an exchange of personnel, experience and knowledge between the field and headquarters. These exchanges would contribute to building a multi-skilled and versatile workforce and to developing a solid knowledge base of field and Headquarters activities; thereby better enabling the Secretariat to meet the full range of its mandates.

19. Provide clarification on the methodology used for the 2,500 positions, including skills and grades [Republic of Korea]

As indicated in paragraphs 23-28 of the Secretary-General's report on Reforming the Field Service category: Investing in meeting the human resources requirements of United Nations peace operations in the twenty-first century (A/61/255/Add.1 and Corr.1), the proposal to establish a baseline capacity of 2,500 civilian career peacekeepers is based on a study of human resources requirements over the past ten years and bears in mind medium-term projections. The study revealed that the lowest level of international staff over the past 10-year period was 2,626 in 1998. The study also examined the number and type of peacekeeping operations supported over the past 15 years, which indicated that the lowest number of peacekeeping missions in operation at any one time was 12. The study further examined emerging trends in peacekeeping, in particular the emerging needs of integrated peace operations over the medium term. From this study, it was concluded that the Department's minimum baseline requirement would be 2,500 international staff.

To determine the baseline functional needs of UN operations, the study then examined the occupational groups employed in peacekeeping operations to identify those that were:

- a) Required in virtually all peace operations;
- b) Required for rapid deployment;
- c) Of a long-term, enduring nature; and,
- d) Not subject to any special recruitment procedures (e.g. OIOS, human rights, security, D-2 level appointments and above).

The occupational groups deemed to meet the above criteria include: political affairs, civil affairs, legal affairs, communications and public information, administrative (human resources management, finance, budget, procurement and management oversight) and logistics support (transport, aviation, aviation safety, movement control, logistics, information technology, communications, engineering and supply), police and military advisory functions, conduct and discipline and thematic policy guidance (e.g. disarmament, demobilization and reintegration, rule of law, gender, HIV/AIDS).

To determine the number of positions required for each occupation, the authorized staffing level in each of these occupational groups was extracted from 12 current peacekeeping operations that meet the profile expected to be supported in the medium term (i.e. MONUC, UNMIS, MINUSTAH, ONUB, UNMIL, ONUCI, UNMEE, UNOMIG, UNIFIL, UNDOF, UNTSO and UNFICYP). This yielded 3,062 positions in the relevant occupational groups and levels. An average 20 per cent vacancy rate was applied to each occupation, giving a total of 2,450 positions. Additional positions were provided to take into account projected future trends in evolving areas such as JMAC, gender, best practices, police, logistics and executive management (Chief of Staff), to reach a total of 2,500 positions.

Given the need for leaders, managers and technical experts able to function in the dynamic operational and complex regulatory environment of UN operations, the grade levels assigned to the baseline capacity were set at primarily the P-4 to D-1

levels (D-2 and above remaining under the direct appointment authority of the Secretary-General) and FS-5 through FS-7 levels. P-2 and P-3 positions were included to allow for the managed mobility of junior professional staff of the Secretariat and to develop expertise specific to UN peace operations (e.g. aviation and aviation safety).

The table attached at Annex 4 provides a breakdown by occupational group and level of the proposed 2,500 career positions.

Overall, approximately 27 per cent of the positions would be in the substantive area, 28 percent in administration and 45 percent in logistics support functions. The high number of positions in logistics support is primarily due to the requirement for technical specialists at the Field Service level. At the Professional level, 51 percent of all Professional positions are in the substantive area, 25 percent in administration and 24 percent in logistics support. In total 53 per cent of the 2,500 positions are at the Professional level and 47 percent at the Field Service level.

Relationship between 2,500 civilian career peacekeepers and other peacekeeping staff

The baseline 2,500 civilian career peacekeepers would be supplemented, as necessary, by staff recruited for service at a specific mission as well as staff on assignment from Headquarters or other locations. Under the proposals set out in the Secretary-General's report on Investing in People (A/61/255) and Reforming the Field Service category: Investing in meeting the human resources requirements of United Nations peace operations in the twenty-first century (A/61/255/Add.1 and Corr.1), the one UN staff contract and harmonized conditions of service would be applicable to all international staff in the field, both the 2,500 civilian career peacekeepers as well as the supplemental staff serving in peacekeeping operations.

However, the 2,500 civilian career peacekeepers would be:

- considered part of the core Secretariat staff;
- managed by the Under-Secretary-General for the Department of Peacekeeping Operations as Head of Department;
- not have contracts limited to service at any specific mission; and,
- subject to rapid deployment and rotation.

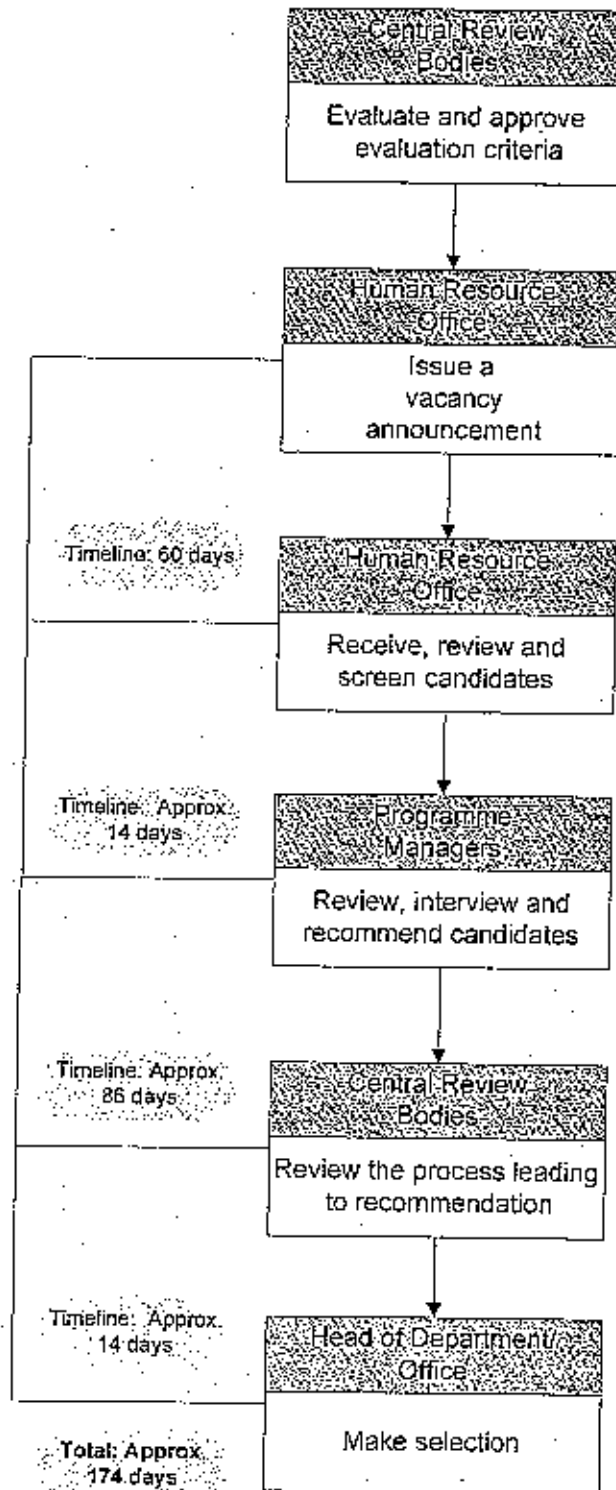
In turn for the obligation to rapidly deploy and rotate, the Organization would commit to place the 2,500 civilian career peacekeepers in another mission in the event that the mission in which they are serving in closes or downsizes. In addition, the 2,500 civilian career peacekeepers would be eligible to participate in Headquarters mobility programmes and would have priority access to training and professional development opportunities intended to build future leaders, managers and specialists for UN peace operations.

The supplemental staff recruited to meet higher than baseline requirements would be appointed under the one UN staff contract and have the same harmonized conditions of service as the 2,500 civilian career peacekeepers. The service of the supplemental staff would, however, be limited to a specific mission. The supplemental staff would not be subject to rapid deployment or geographic rotation, but would be eligible to apply for positions in other missions or duty stations. Supplemental staff would also be eligible to apply for a position as a civilian career peacekeeper when the numbers fall below 2,500. Should there no longer be a need for their services, supplemental staffing holding continuing appointments would be eligible to receive appropriate termination indemnity.

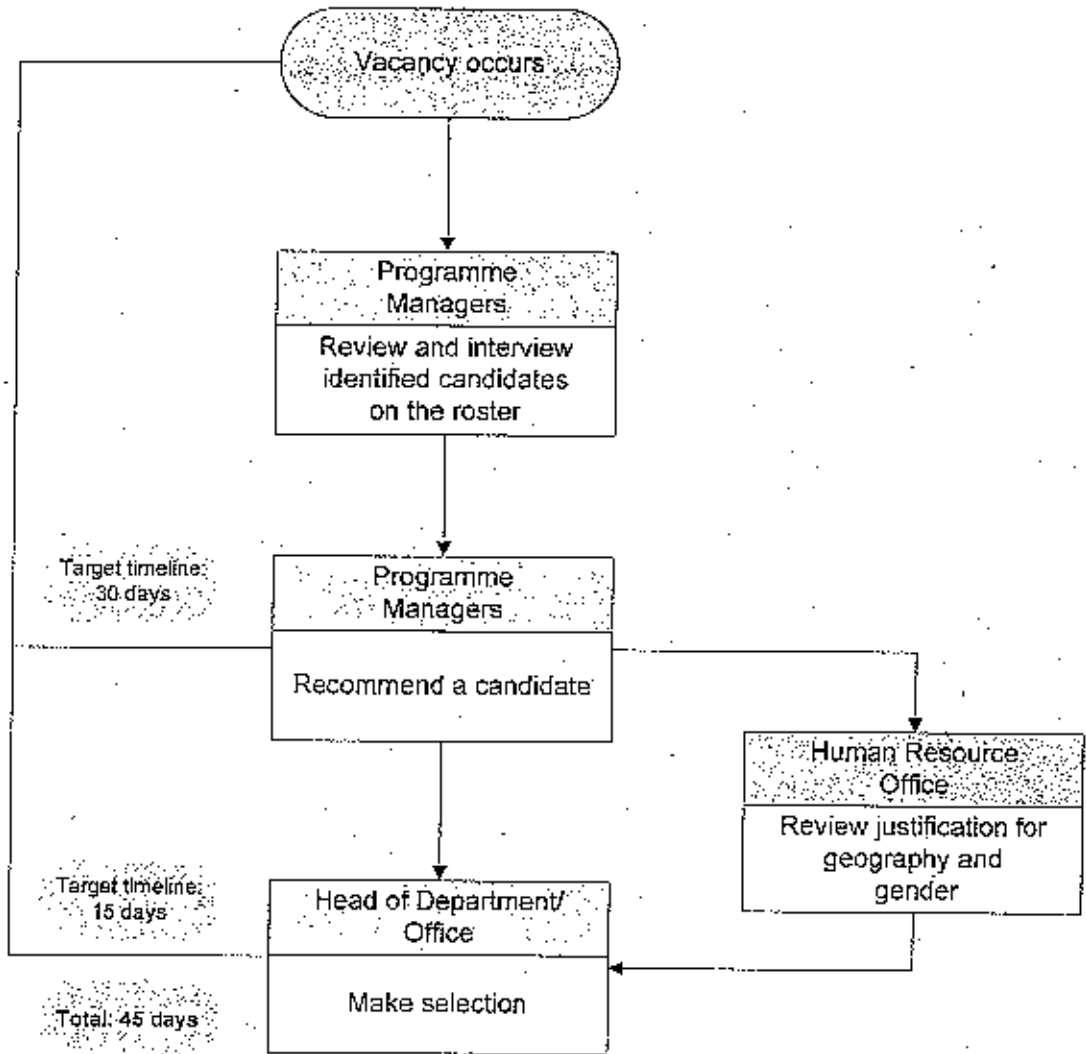
Proposed Composition of 2,500 Career Peacekeeping Positions

	D-1	P-5	P-4	P-3	P-2	Total Prof	FS-PL	FS	Total FS	Grand Total
Administration	13	15	33	42	12	115	14	117	131	246
Budget	0	2	9	8	1	20	0	9	9	29
Claims	0	0	2	5	0	7	0	13	13	20
Contracts Management	0	1	4	8	1	14	2	16	18	32
Counselling	0	0	6	2	0	8	0	0	0	8
Finance	0	4	17	14	4	39	14	30	44	83
Medical	0	2	15	2	0	19	0	0	0	19
Personnel	0	2	15	12	2	31	12	38	50	81
Procurement	0	2	14	19	2	37	14	28	42	79
Property Control & Inventory	0	0	2	9	2	13	0	46	46	59
Training	0	0	7	7	0	14	0	2	2	16
Operations & Planning	0	4	8	6	0	18	0	4	4	22
Aviation	0	2	14	28	11	55	0	46	46	101
CITS	0	3	16	20	9	48	14	240	254	302
COE	0	0	4	7	0	11	2	12	14	25
Engineering	0	2	24	31	5	62	14	66	112	174
Logistics	2	9	23	30	2	66	14	66	80	146
Movement Control	0	1	10	8	2	21	6	72	78	99
Supply	0	0	11	24	4	39	4	96	102	141
Transport	0	2	6	7	1	16	14	102	116	132
Best Practices	0	0	10	0	0	10	0	0	0	10
Civil Affairs	3	14	50	38	7	112	0	0	0	112
Conduct and Discipline	2	3	8	3	2	18	0	0	0	18
Corrections	0	0	6	4	0	10	0	0	0	10
DDR	3	7	29	31	13	82	0	0	0	82
Executive Management	5	0	0	0	0	5	0	0	0	5
Gender	0	6	7	5	0	18	0	0	0	18
HIV/AIDS	0	1	8	2	1	12	0	0	0	12
JMAC	0	4	8	7	2	21	0	0	0	21
Judicial	3	8	14	9	4	38	0	0	0	38
Legal	0	9	12	10	1	32	0	0	0	32
Police	0	0	9	5	0	14	0	0	0	14
Political	16	34	62	53	24	189	0	0	0	189
Public Information	5	5	37	36	24	107	0	0	0	107
Grand Total	52	142	496	492	136	1,321	124	1,055	1,179	2,500
Percentage	4%	11%	36%	37%	10%	100%	11%	89%	100%	100%

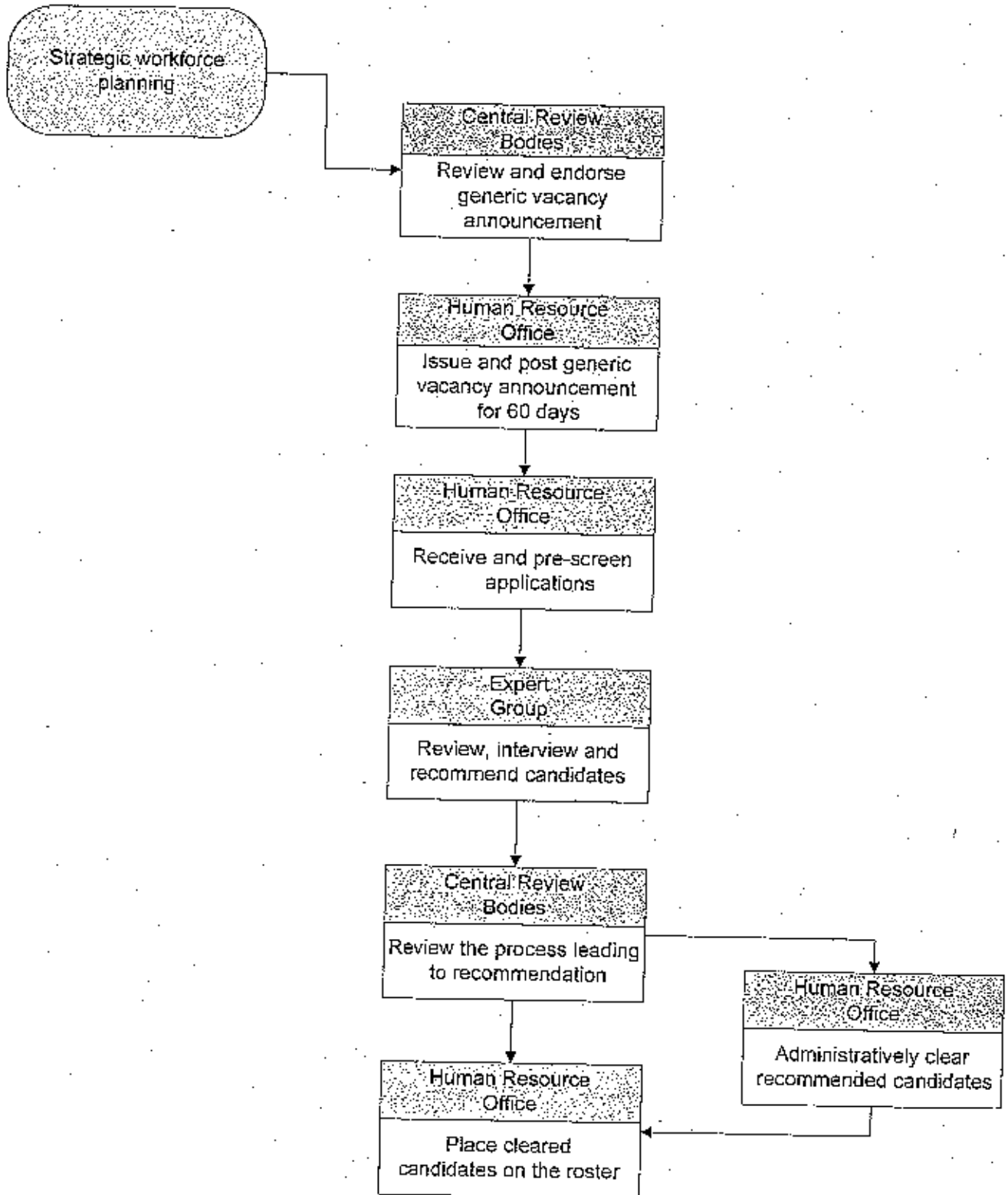
Current Staff Selection System



Staff Selection System: Using rosters



Staff Selection System Establishment of rosters



15. Provide a table with the status of implementation of General Assembly resolution 59/266 [Cuba]

Section	Para	Text	Status
Human resources management reform			
I	4	Requests the Secretary-General in future reports on mandated human resources management reform to include full information on achievements and the impact of its implementation;	Implemented; see A/61/228, A/61/255
I	6	Recalls section VII of its resolution 55/258, in which the General Assembly, <i>inter alia</i> , requested the Secretary-General to ensure that well-designed mechanisms of accountability are put in place before delegating authority to programme managers;	Ongoing implementation; see A/61/255
I	7	Stresses the need to ensure that adequate mechanisms are in place to ensure the accountability of programme managers for the implementation of human resources policies and the achievement of objectives contained in human resources action plans;	Ongoing implementation; see A/61/255
I	8	Emphasizes that effective accountability mechanisms are an integral and essential element of human resources management reform, and requests the Secretary-General to strengthen such mechanisms throughout the Organization;	Ongoing implementation; see A/61/255
I	9	Requests the Secretary-General to continue to improve the effectiveness of human resources action plans for achieving the human resources objectives of the Organization, including with respect to equitable geographic distribution and gender representation, as mandated by the General Assembly, and further requests him to report thereon to the Assembly at its sixty-first session	Implemented; see A/61/228
I	11	Stresses that the staff selection system must provide transparency and fairness;	Ongoing implementation; see A/61/255
I	12	Emphasizes the importance of the participation of staff representatives in the work of the central review bodies, and requests the Secretary-General and invites staff representatives to engage in a consultative process with a view to resuming the participation of staff representatives in the work of the central review bodies;	Staff representatives at all duty stations were invited to participate in the work of the central review bodies. Staff representatives in all duty stations, except New York, are participating in the work of the central review bodies.
I	13	Requests the Secretary-General to make every effort to ensure that the central review bodies discharge fully and effectively their roles in the staff selection system, as foreseen in annex II to the report of the Secretary-General entitled "Human resources management reform" and subsequently approved by the General Assembly in its resolution 55/258, including by addressing the deficiencies identified in the report of the Office of Internal Oversight Services, and to make proposals to amend the terms of reference of the central review bodies as necessary in the light of experience;	Ongoing implementation; see A/61/255

Section	Para	Text	Status
I	14	Recalls its request to the Secretary-General contained in section II, paragraph 2, of its resolution 51/226, as reiterated in section IV, paragraph 10, of its resolution 53/221, section VII of resolution 55/258 and section III of its resolution 57/305, to enhance managerial accountability with respect to human resources management decisions, including imposing sanctions in cases of demonstrated mismanagement of staff and willful neglect of, or disregard for, established rules and procedures, while safeguarding the right of due process of all staff members, including managers, and requests the Secretary-General to report comprehensively thereon at its sixty-first session;	Ongoing implementation, see A/61/255 and A/61/206
I	15	Requests the Secretary-General to continue his efforts, as described in paragraphs 130 to 132 of his report, to report to the General Assembly on the experiences gained in the implementation of such measures and to make additional proposals for action by the Assembly as appropriate;	Implemented; see A/61/228, A/61/255
I	16	Notes with concern paragraph 91 of the report of the Secretary-General, and requests the Secretary-General to reassess the situation;	Ongoing implementation; see A/61/228, A/61/255
Recruitment and placement			
II	7	Requests the Secretary-General to report on the definition of language posts to the General Assembly at its sixty-first session in the context of his report on the composition of the Secretariat;	Implemented; see A/61/257
II	12	Further requests the Secretary-General to continue to develop screening mechanisms that ensure that all applications submitted in the Galaxy system are treated fairly, that well-qualified candidates are given due consideration and that keywords outside of the vacancy announcements are not used to exclude well qualified candidates;	Implemented to the extent possible within the current IT framework; see A/61/255
National competitive examination and G to P examination			
III	1	Reiterates its decision that the recruitment of qualified staff from the General Service to the Professional category should be limited to the P-1 and P-2 levels and should be permitted for up to 10 per cent of the appointments at those levels;	Implemented
III	2	Authorizes the Secretary-General to appoint to posts not subject to geographic distribution at the P-2 level up to seven successful candidates from the General Service to Professional examination each year;	Ongoing implementation
III	3	Also authorizes the Secretary-General to appoint to P-2 posts in duty stations with chronically high vacancy rates up to three successful candidates from the General Service to Professional examination each year when no successful candidates from the national competitive examination are available;	Implemented

Section	Para	Text	Status
	4	Requests the Secretary-General to make special efforts to appoint to the relevant vacant posts in the Secretariat successful candidates from unrepresented and underrepresented Member States who have passed the national competitive examination;	Ongoing implementation; see A/61/255
Measures to improve equitable geographic distribution			
		Authorizes the Secretary-General, for a trial period of two years during which the procedures would be fully developed, to establish a special roster of candidates from unrepresented and underrepresented Member States, as proposed in paragraphs 21 and 22 of his report, for a number of posts at the P-4 and P-5 levels only, until such Member States are within the desirable ranges, and requests the Secretary-General to report thereon to the General Assembly at its sixty-first session;	Ongoing implementation
IV	9		
Gender representation			
		Further requests the Secretary-General to clarify the role of departmental focal points, including in the context of the staff selection system, and their participation in the development and monitoring of the departmental human resource action plans;	Ongoing implementation
V	6		
Post structure			
		Requests the Secretary-General to make proposals to the General Assembly, as appropriate, to reform the post structure with a view to considering a possible increase in the proportion of P-2 and P-3 posts, taking advantage of the opportunity provided by the retirement of many senior staff in the coming years;	Implemented, see A/61/228
VII			
Mobility			
		Stresses in this regard that when implementing mobility policies, the Secretary-General should ensure that:	Ongoing implementation; see A/61/228, A/61/255
		(a) Mobility does not negatively affect the continuity and the quality of services and the institutional memory and capacity of the Organization;	
		(b) Mobility does not lead to the transfer or abolition of posts as a result of vacancies;	
		(c) Mobility has a positive impact in filling existing high vacancy rates at some United Nations duty stations and regional commissions;	
		(d) There is a clear differentiation between mobility within duty stations and mobility across duty stations and that the latter is a more important factor in career development;	
		(e) Mobility is encouraged for all posts in the Professional and higher categories;	
VIII	2		

Section	Para	Text	Status
VIII	4	Requests the Secretary-General to take the steps necessary to ensure that mobility is not used as an instrument of coercion against staff and to ensure that appropriate monitoring and accountability measures are in place;	Ongoing implementation; see A/61/228, A/61/255
VIII	5	Notes the measures to facilitate the implementation of mobility policies set out in paragraph 85 of the report of the Secretary-General, and requests the Secretary-General to develop a strategic plan with indicators, benchmarks, time lines and clear criteria for the implementation of mobility policies and to report thereon, including with information on the financial implications, to the General Assembly at its sixty-first session for its consideration and action in order to solve any problems;	Ongoing implementation; see A/61/255 and A/61/228
VIII	6	Requests the Secretary-General to continue to consult with staff in the development of mobility policies;	Ongoing implementation; see A/61/255 and A/61/228
VIII	8	Requests the Secretary-General to consider the use of incentives with a view to encouraging staff to move to duty stations with chronically high vacancy rates;	Ongoing implementation; see A/61/255
VIII	9	Reiterates section II, paragraph 51, of its resolution 57/305, in which the General Assembly encouraged the Secretary-General to expedite, as appropriate, agreements between the Secretariat and the United Nations funds and programmes and the specialized agencies for all staff levels in relation to mobility, and requests the Secretary-General to report thereon to the Assembly at its sixty-first session;	Ongoing implementation
VIII	11	Invites the Secretary-General to continue to explore ways of assisting spouses to find employment opportunities, in consultation with host Governments where necessary, including by taking measures to expedite the issuance of work permits;	Ongoing implementation; see A/61/228, A/61/255
Use of appointments under the 100 and 300 series of the Staff Rules in the staffing of field missions			
X	6	Requests the Secretary-General to submit to the General Assembly at its sixty-first session a comprehensive report with proposals for conditions of field service addressing, <i>inter alia</i> , the feasibility and desirability of conditions of service distinct to peacekeeping operations and the feasibility and desirability of harmonized conditions of field service in the United Nations;	Implemented; see A/61/255, Add.1
Employment of retired former staff			
XII	7	Requests the Secretary-General to report to the General Assembly at its sixty-first session on the use of retired former staff and to develop clear criteria for the selection of the retired former staff, in particular in the Professional category;	Ongoing implementation; see A/61/257, Add 2

Section	Para	Text	Status
Measures to prevent discrimination			
XV	1	Takes note of the report of the Secretary-General on measures to prevent discrimination on the basis of nationality, race, sex, religion or language in the United Nations, and requests him to develop further measures, as necessary, in cooperation with the Office of Internal Oversight Services and the Joint Inspection Unit, to prevent such discrimination, in accordance with the principles of the Charter and the provisions of the Staff Regulations and Rules of the United Nations, and to report thereon to the General Assembly at its sixty-first session;	Ongoing implementation
Staff management consultations			
XVI	1	Takes note of the views expressed by staff representatives in the Fifth Committee, stresses the importance of a meaningful dialogue on human resources management issues between staff and management, and calls upon both parties to intensify efforts to overcome differences and to resume the consultative process;	Ongoing implementation; see A/61/255
Reporting			
XVIII		Requests the Secretary-General to submit to the General Assembly for consideration at its sixty-first session consolidated reports, as appropriate, on the results of the implementation of the present resolution.	Implemented; see A/61/226, A/61/255 and A/61/255/Add.1, A/61/257/Add. 1, A/61/257/Add. 2, A/61/257/Add. 3 and A/61/257/Corr. 1

