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Организация
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منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

**Internal Oversight Service
Audit Section**

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**Report on the Control Self-Assessment
of the Bureau of Human Resources Management (HRM)**

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EXECUTIVE SUMMARY

A Control Self-Assessment (CSA) is a series of facilitated workshops to identify risks, examine controls and formulate management plans where required. The CSA exercise provides proactive examination of internal controls and helps understanding and regular review of risks.

Through a series of Control Self-Assessment workshops at the request of HRM and facilitated by IOS, HRM identified risks that potentially impair the achievement of HRM's objectives. In a closing meeting with HRM managerial staff with the Directors identified the following top six risks:

1. HRM work units working in silos. Possibility exists that staff will consult different HRM services on the same issue and may receive different/conflicting advice.
2. Perception of HRM staff being more control-oriented than service-oriented.
3. Lack of reliability on the quality of information source (including data in STEPS).
4. HR Manual is not up-to-date. Staff policies are scattered in different policy items. Staff may use outdated policies.
5. Accepting additional priorities without sufficient capacity to deliver as expected.
6. Staff confusion is caused by the misunderstanding that the Classification Unit is accountable for the promotion of the staff member.

Management plans will be established to address these. Identified actions that will be taken are:

- introduction of a system to ensure that Chiefs are briefing their staff,
- introduction of a system to ensure that policy and process proposals are shared with all HRM Chiefs for comments,
- reintroduction of periodic HRM staff retreats,
- proposal of alternative tools and solutions pending full functionality of STEPS.

As agreed, IOS will measure progress made by HRM on the management plans prepared to address risks identified in this exercise after six months.