



United Nations
Educational, Scientific and
Cultural Organization

Executive Board

Hundred and ninetieth session

190 EX/22 Add.

PARIS, 5 October 2012
Original: French

Item 22 of the provisional agenda

REPORT OF THE JOINT INSPECTION UNIT ON THE MANAGEMENT AND ADMINISTRATION OF UNESCO

ADDENDUM

SUMMARY

Pursuant to Item 2805.7 of the UNESCO Administrative Manual, the UNESCO Staff Union (STU) submits its comments on this report by the Director-General.

1. The UNESCO Staff Union (STU) welcomes document 190 EX/22 which sets out the Joint Inspection Unit's (JIU) main findings and conclusions on the management and administration of UNESCO. In regard to human resources management, STU notes, however, that although it is stated in document 190 EX/22 that the JIU reported that "more progress should be made in the area of human resources management", that wording and the Director-General's replies to Recommendations 5 to 7 are given in a manner likely to minimize the importance ascribed to them by the JIU. STU received the JIU, had a long discussion with its representatives when they visited UNESCO and has received from the JIU a detailed report on its conclusions on UNESCO's human resources management which are much more critical than those set out in document 190 EX/22.
2. As noted in the main findings and conclusions, "issues such as career management, managerial accountability and the relationship with senior managers continue to require some attention. This situation should be addressed to avoid frustration that may impact on organizational effectiveness". STU agrees with this JIU finding and deplores this situation.
3. STU is gratified that the Director-General agrees with Recommendation 5 and that she insists on full adherence to all rules and regulations. STU nonetheless does not share the Director-General's analysis for, despite her intentions, shortcomings are to be found in all sectors and services. Firstly, the staff's negative perception is not due to the conduct of the survey mentioned by the Director-General during a sensitive reform period but rather to a substantial deterioration of relations between staff and management which existed well before the crisis period, as the crisis has merely made the deterioration more acute. That very survey therefore revealed a great lack of trust on the part of the staff in the management and, no doubt, vice-versa. The Director-General's statement that the specific challenges were more in respect of transparency and communications

with regard to staffing issues is not correct. The true problem is the exceedingly frequent infringement and abuse of the Staff Regulations and Staff Rules by too many managers. This has been well understood, as shown in the JIU report.

4. As to Recommendations 3 and 6 relating to field deployment and staff mobility, STU welcomes the introduction of a new mobility policy based, as STU has always requested, on the establishment of a Mobility Review Committee. STU hopes that the Committee will be operational shortly, that it will act transparently and that job and staff competencies and profiles, talent management, succession planning, career development and staff members' personal and family situation will be taken into account in all of its decisions. That said, STU regrets that mobility decisions continue to date to be taken case by case without being consistent with an overall strategy (for example transfer of staff, including senior staff, to offices scheduled to be closed presently, attempted field postings without due notice or explanations or consistency with programme requirements, etc.).

5. In regard to Recommendation 7 on performance appraisal for senior staff, STU reiterates its support for that initiative. As to the appraisal of competencies, its implementation as from 2014 only is liable to affect any redeployment exercise. STU therefore requests the introduction of a manual competency appraisal system if the online tool cannot be introduced before 2014.