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EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

REFERENCE:

8 April 2005

Dear Ms. Waters,

I should like to inform you that today we are publicizing a number of concrete reform measures intended to improve accountability, transparency and the overall quality of senior management.

Many of these measures address concerns expressed by the staff at various occasions, including meetings with the Secretary-General. As you can see from the attached fact sheet, wherever staff interests are directly affected consultations with the staff are envisaged before the reform measures are finalized.

The fact sheet will be published on the i-see website on integrity and accountability measures.

The Secretary-General is looking forward to constructive collaboration with the staff at various forums, in particular the SMCC, to bring these reforms to fruition

Best regards,

A handwritten signature in black ink that reads "Mark Malloch Brown".

Mark Malloch Brown
Chef de Cabinet

Ms. Rosemary Waters
President of the United Nations Staff Union
New York

Fact sheet on management reform measures

Overview

Concrete measures are being put in place to improve accountability, transparency and the overall quality of senior management within the Secretariat.

This process aims to address concerns raised by staff in the 2004 Secretariat-wide Integrity Survey as well as management issues highlighted in the context of the Volcker Panel.¹ It also reflects the Secretary-General's commitment to improving management and practices within the Organization.

One of the priority reform measures designed to improve management is **the creation of two small senior committees - a policy committee and a management committee - to enhance the quality of executive-level decision making**. Both committees will be chaired by the Secretary-General. The broader Senior Management Group will be retained and will serve as a forum for sharing of information among all senior managers.

The Deputy Secretary-General is taking the lead in the implementation of the reform actions, in close collaboration with the Chief of Staff and the Department of Management. Input from staff is being sought through a variety of venues and consultations.

Most of the actions in the five key areas outlined below are expected to be completed within the next few months. Staff will be informed as soon as the individual measures have been completed.

Oversight and Accountability

- **Establishment of an Oversight Committee** to ensure that all recommendations of OIOS, the external auditors and JIU are properly implemented by programme managers.
- **Creation of a small Management Performance Board** which will advise the Secretary-General on how individual managers are carrying out their duties and to propose actions where necessary. One member of both the Board and the Oversight Committee will be from outside the ranks of the Secretariat.
- A recommendation to the General Assembly that **OIOS undergo a comprehensive external review** with a view to increasing its effectiveness and independence.

¹ The results of the Integrity Survey can be found at: www.un.org/News/oss/sg/integritysurvey.pdf. For the reports of the Independent Inquiry Committee investigating allegations regarding the Oil-for-Food Programme, see: www.iic-offp.org/documents.htm.

Ethics and Integrity

- **Issuance of a whistleblower protection policy** – a draft was posted on the intranet on 5 April for discussion and consultation before it is finalized. An information circular on avenues to report suspected misconduct has also been posted at the same location.
- OHRM is working on a **more comprehensive policy to protect against harassment in the workplace**, to be further consulted with the Staff Committee.
- **In response to the sexual exploitation and abuse cases**, the Secretariat is working closely with Member States to develop comprehensive mechanisms to prevent such serious misconducts. Mandatory training is now required for all peacekeeping personnel, and Personnel Conduct Units have been established to ensure both awareness and enforcement of the codes of conduct and the required standards of behaviour. In addition to these measures, expertise is available to investigate alleged abuses in a timely manner so that the Organization and Member States can take appropriate disciplinary action.
- More strict **financial disclosure requirements** and **conflict of interest rules** are being developed – particularly as they relate to senior officials – to ensure that our policies are in line with best practices elsewhere.

Transparency

- OLA is in the lead to develop a formal policy on **access to information and documents** – building on the Assembly's recent decision for our internal audit reports to be made available upon request.
- **An external assessment of our re-vamped procurement system** will be carried out to ensure that our systems and controls compare to the best.
- **A more explicit policy on the use of pro-bono contractors** is being developed.

Improvements to senior management

- **A more, rigorous, open and transparent system for recruiting senior managers** has been introduced with job requirements identified and widely circulated and shortlists made public. This new procedure is already being used for the appointment of heads of funds and programmes and OIOS. The Secretary-General is also looking into ways of improving procedures for the recruitment of senior officials in the Secretariat, including SRSGs.
- **A mandatory induction programme** for senior officials, including on ethics and codes of conduct will be introduced. DPKO, in collaboration with OHRM, will conduct the first induction programme for DPKO senior leadership in June 2005. Similar programmes will then be conducted for senior officials in other parts of the Secretariat.

Staff-related issues

- **A comprehensive review of the new placement and promotion system** will be submitted to the General Assembly next year. This will include consultations with staff.
- The Secretary-General has requested Member States to approve the funds for a **one-time buy-out of staff**, which would be aimed at ensuring that the Organization is well-equipped to meet the current challenges. Details need to be worked out. Staff will be consulted. The one-time buy-out will be conducted in a fair and transparent manner.
- **Internal communications** will be improved. In particular, the internal website is being redesigned to serve as a timely and efficient channel for communications on issues of concern to staff.