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BUDGET ESTIMATES FOR THE FINANCIAL YEAR 1973

Progress made by the Administrative Management Service  
in conducting a survey of manpower utilization in the  
Secretariat

Report of the Secretary-General

INTRODUCTION

1. This is the third annual report on the progress made by the Administrative Management Service (AMS) in conducting the management and manpower survey of the Secretariat. The first report 1/ described the origins of AMS and the survey programme (begun in 1969), the methodology used in the survey, a summary of the first year's work and of the findings up to that time. The second progress report 2/ dealt with the second year of the survey programme, summarized the findings up to that time and outlined what the continuing role of AMS would be upon completion of the management and manpower survey.
2. This third report indicates the status of the survey at the end of three years, provides a summary of the findings of the reviews completed during the third year of the survey programme and included in the initial budget estimates for 1973 3/ and presents the programme of work for 1973. Since, as noted above, a description of the methodology used and summaries of findings of the reviews carried out during the first two years were given in the previous progress reports, they are not being repeated here.

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1/ A/C.5/1333, 17 November 1970.

2/ A/C.5/1385, 12 November 1971.

3/ A summary of the findings of those reviews which will be reflected in the 1973 revised estimates will be presented in an addendum to this report.

## I. PROGRESS OF THE SURVEY

### A. Current status of the manpower utilization survey

3. To date AMS has completed reviews of 25 major organizational units of the Secretariat; these are listed in annex I. The results of 18 <sup>4/</sup> of these reviews were reflected in the Secretary-General's budget estimates for 1971 and 1972, and the results of two - the Protocol and Liaison Section in the Office of the Secretary-General and the Office of the High Commissioner for Refugees - are reflected in the initial budget estimates for 1973. Two others - relating to the Department of Political and Security Council Affairs and the Division of Human Rights - are at present under consideration by the Secretary-General. Three more - relating to the Office of Financial Services, the Office of Personnel Services and the Office of General Services - have been completed and the draft reports are being reviewed by the heads of these offices. It is hoped that the results of the five last-mentioned surveys can be reflected in the revised budget estimates for 1973.

4. By the end of 1972, the manpower utilization survey will be virtually completed; over 99 per cent of the authorized establishment will either have been reviewed or be in the process of being surveyed. In addition to the organizational units mentioned in the previous paragraph, reviews of the following five relatively small elements will be completed or started by the end of 1972: Office of the Under-Secretary-General for Special Political Affairs, special missions, the Office of the Under-Secretary-General for Administration and Management, <sup>5/</sup> the Administrative Management Service and the Library. Two others - the Office of the Under-Secretary-General for Political and General Assembly Affairs and the Executive Office of the Secretary-General - are being deferred until 1973.

5. In the 25 organizational units covered to date in the AMS survey, 2,727 staff members, representing 49 per cent of the Professional staff and 19 per cent of the General Service staff, were interviewed. Replies to questionnaires, used by AMS in 20 of the reviews, were received from 4,206 staff members, representing approximately 62 per cent of the staff covered in those reviews. The interviews covered a representative cross-section of the staff at all levels and in all occupational categories. In addition, staff members in other areas of the Secretariat whose work was related to that of the units being surveyed were interviewed.

6. During the period covered by this report, AIS maintained customary liaison and consultation with other review bodies, both within and outside the Secretariat. These consultations were intended to ensure a regular flow of information both for AIS and for the other bodies, as well as to promote co-ordination of the respective work programmes. These bodies included the Internal Audit Service, the Joint Inspection Unit and the United Nations Board of Auditors.

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<sup>4/</sup> Action on two of these - ESA and the OPI field establishment - was deferred by the General Assembly.

<sup>5/</sup> Expected to be completed in time for inclusion in the revised budget estimates for 1973.

## B. Department of Economic and Social Affairs

7. The results of the Administrative Management Service's review of the Department of Economic and Social Affairs (ESA) were reported to the General Assembly at its twenty-sixth session. 6/ The recommendations for reorganization and management improvement of the department were so significant as to require a period of time for their implementation and for joint efforts on the part of AIS and ESA in a series of implementation task forces. In addition to describing the nature of the reorganization and the follow-up studies required, the above-mentioned report to the General Assembly requested the creation of two additional posts of Assistant Secretary-General so that each of the four proposed bureaux could be headed by an Assistant Secretary-General. The report also envisaged some restructuring of the central office of the Under-Secretary-General.

8. The General Assembly postponed action on the report until the twenty-seventh session in order to permit the Secretary-General to submit a more precise formulation of the administrative and budgetary implications, to permit the legislative bodies concerned with the work of the Department an opportunity to consider aspects of the report held to have policy implications and to ensure that the recommendations reflected the views of the new Secretary-General. In a separate report to the Fifth Committee, the Secretary-General 7/ has asked that he be given more time to consider the reorganization of the Department and to make his recommendations in time for consideration during 1973. He indicated, however, that a number of other recommendations of an administrative nature, made in the AMS study or by the implementation task forces, were in process of implementation, but at no increased cost over the initial budget estimates for 1973.

## C. OPI field establishment

9. The results of the AIS review of the OPI field establishment were reflected in the revised budget estimates for 1972 8/ submitted by the Secretary-General to the General Assembly at its twenty-sixth session. Before the estimates were submitted to the General Assembly, however, the Fifth Committee had formulated a draft resolution, subsequently adopted by the General Assembly as resolution 2897 (XXVI), on the review and reappraisal of United Nations information policies and activities. That resolution dealt, *inter alia*, with the problem of the staffing and direction of United Nations information centres and requested the Secretary-General to reorganize the Office of Public Information. In the light of that resolution, the Advisory Committee on Administrative and Budgetary Questions recommended, 9/ and the General Assembly agreed, that action on the Secretary-General's proposals on the OPI field establishment should be deferred.

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6/ A/C.5/1380.

7/ A/C.5/1430, 28 May 1972.

8/ A/C.5/1406.

9/ A/8408/Add.27, para. 12.

10. The Secretary-General will submit a separate report to the General Assembly at its twenty-seventh session on the actions he proposes to take in the implementation of General Assembly resolution 2897 (XXVI).

## II. RESULTS OF THE SURVEY

### A. General

11. AMS has made 809 recommendations in 21 of the 25 surveys that have been completed at this time. 10/ These recommendations have been directed at improving: (a) development of objectives, priorities and programme emphasis; (b) organizational structure; (c) co-ordination of activities; (d) the system for planning, programming, budgeting, controlling and evaluating work programmes; (e) management practices; (f) personnel management; (g) meetings, documentation and editorial practices; (h) equipment and space; (i) use of temporary assistance and consultants; (j) filing methods; (k) planning and control of travel; (l) manpower utilization and deployment; and, (m) assessment of staffing requirements.

12. Many of the recommendations made thus far have already been implemented. AMS has always been conscious of the importance of following up the implementation process and in providing, where necessary, advice and assistance to the organizational units in implementing the recommendations. In March 1971, the Secretary-General issued a directive emphasizing the importance of implementation of AMS recommendations and calling for regular progress reports from the several units for which surveys had been completed. 11/ Section C below summarizes the extent to which the recommendations have been implemented during the last three years and indicates the progress made in implementation during the last year. With its current staff resources and work priorities, it has not been possible for AMS to devote substantial attention to monitoring implementation and to participating in implementation actions. Nevertheless, there is evidence that significant progress has been made.

13. AMS has taken part during the past year in several implementation activities undertaken by the organizational units concerned, for example:

(a) AMS participated actively in five major task forces established in ESA in pursuance of the AMS report on that Department. These included detailed organizational studies and development of a planning, programming, budgeting, controlling and evaluating system which has served as a practical laboratory and

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10/ This total does not include recommendations for the Department of Economic and Social Affairs, because the studies being conducted by the implementation task forces on that Department have not been completed. Nor does it include the three surveys (Office of Financial Services, Office of Personnel Services and Office of General Services) presently under discussion with the department concerned.

11/ ST/SGB/138.

demonstration exercise for programme planning and budgeting in the United Nations. The latter exercise was the basis for the budget mock-ups for 1971 and 1972 showing how a budget would appear when presented on a programme basis. The ESA task force participation also included the development of a more efficient organization and management system for technical co-operation programmes. Two of the task forces are continuing their work: one is concerned with personnel practices in ESA and the other with general administrative practices.

(b) AMS organized and led a task force established to develop an appropriate organization and procedures manual for the narcotics programme in Geneva, paying special attention to procedures for administering the United Nations Fund for Drug Abuse Control. This study was recommended in the AMS report on the United Nations Office at Geneva.

(c) AMS provided assistance to UNCTAD and the Office of the High Commissioner for Refugees in developing an integrated management system, in response to the AMS reports on those two offices.

14. The manpower survey has had a restraining effect on the growth of the Secretariat, while providing at the same time an increased capacity to undertake more work with less resources. The reviews of the various organizational units have resulted both in the identification of certain underutilized manpower resources which, through redeployment, were directed to meeting new programmes or existing ones which had not received adequate attention, and in recommendations for management improvements aimed at increasing the absorptive capacity of the Secretariat. Savings from management and manpower utilization improvements are always difficult to quantify, especially where the production of an organization is not easily measurable, as is the case with the United Nations. Nevertheless, on the basis of the experience of the last three years, the Secretary-General is convinced that the climate engendered by the manpower utilization survey and bolstered by actions of ACABQ and the Fifth Committee, has resulted in increased productivity.

15. In the five years before the institution of the manpower survey, the average increase of the regular establishment was around 7 per cent per year. In the three years since the manpower survey was launched, the average increase of the establishment has been less than 2 per cent. If the pre-survey growth rate had continued, the size of the establishment in 1972 would probably have increased by more than 1,000 posts. In terms of staff costs, both direct and indirect, this could be estimated to total some \$16 million a year. Although this could be estimated cost avoidance cannot be attributed entirely to the AMS activities, the existence of the survey programme, together with the prevailing budgetary policy, has no doubt had a substantial effect.

#### B. Summary by organizational units

16. This section summarizes the main conclusions and recommendations reached by AMS, and approved by the Secretary-General as a result of the reviews which have been completed since the previous progress report (A/C.5/1385). While the reviews

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of six organizational units have actually been completed since the last progress report, the results of only two of these could be approved in time for inclusion in the initial budget estimates for 1973. They are the Office of the High Commissioner for Refugees and the Protocol and Liaison Section of the Executive Office of the Secretary-General, and the results are given below in summary form. The results of the reviews of the remaining four units are, at the time of preparation of this report, either under consideration by the Secretary-General or under discussion with the appropriate departmental heads. These will be reported to the Fifth Committee, through an addendum to the present report, as soon as decisions are taken.

#### Office of the High Commissioner for Refugees (UNHCR)

17. The survey of UNHCR included the review of its headquarters at Geneva and 16 offices and sub-offices - nine in Africa, six in Europe and one each in America, Asia and the Middle East. AMS recommended a consolidation in the organizational structure of UNHCR headquarters to provide for a more logical grouping of functions and to reduce the number of separate units and supervisory levels. Management recommendations made by AMS included improvements in the project administration process; a classification plan based on the standards that have been developed under the auspices of the Consultative Committee on Administrative Questions (CCAQ); specific measures to strengthen the relationship between headquarters and the field; and a systematic training programme for new Professional appointees.

18. As requested by ACABQ in its first report on the budget estimates for 1972 (A/8408, paragraph 207), AMS reviewed the question of UNHCR field offices in Europe. The establishment and maintenance of field offices is based on a number of factors, many of which are not related to management criteria. However, AMS concluded that it was possible and desirable to reduce further the field establishment in Europe by a small number of Professional and General Service posts. AMS also made recommendations on the grading of UNHCR field representatives, in the light of the classification plan referred to in the preceding paragraph.

19. These recommendations, as well as the specific staffing levels recommended by AMS for the office, have been incorporated in the initial budget estimates for 1973 (A/8706, volume II, section 18).

#### Protocol and Liaison Section

20. In its survey of the Protocol and Liaison Section, AMS noted that while the functions had remained substantially the same for several years, there had been an increase in the volume and complexity of the work. It recommended a readjustment of the workload among both the Professional and the General Service staff to provide for a more equitable sharing of responsibilities. In respect of representational and ceremonial functions, AMS recommended that provision be made for reimbursement of certain expenses incurred by the Professional staff in attending delegation functions and in extending limited official hospitality of their own. The only change in staffing recommended related to the reclassification from G-4 to G-5 of a post provided for issuing passes and tickets.

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21. While generally agreeing with the conclusions and recommendations of AMS, the Secretary-General felt that since the Chief of Protocol represents the United Nations and the Secretary-General on many occasions, and because of the manifold responsibilities of the Section, the post of Chief of Protocol should be at the D-2 level and the post of Deputy Chief should be at the P-5 level. The above-mentioned reclassifications have been reflected in the initial budget estimates for 1973 (A/8706, volume I, section 3).

### C. Progress of implementation

22. The last progress report 12/ indicated the status of implementation up to that time in respect of the 532 recommendations contained in the first nine reports of AMS. Further progress made in the implementation of these recommendations, according to the information available at the time of preparation of this report, is reflected in the chart in annex II and is summarized below.

23. The number of recommendations fully implemented is now 245 (46 per cent) as compared with 148 (28 per cent) in the last report. 147 recommendations (28 per cent) are still in the process of being implemented, as compared with 216 reported last year. Thus 74 per cent of the recommendations have either already been implemented or are being implemented, and 53 recommendations (10 per cent), as compared with 79 last year, are "under consideration" for implementation.

24. Of the 87 remaining recommendations, 57 require action by units other than the ones surveyed or further studies of a functional or interdepartmental nature; the latter figure represents a reduction of 12 when compared with the corresponding figure in the last report. Thirty recommendations (5 per cent) will not be implemented, either because the conditions under which they were made have changed or because the units surveyed devised alternative means which were acceptable to AMS.

25. The above information is not complete since more up-to-date reports on implementation from some offices are awaited at this time. It is proposed to issue an addendum to this report which will provide more complete information on the status of implementation of the recommendations in the reports on the nine reviews mentioned above and of those recommendations relating to the subsequent reviews which have received the approval of the Secretary-General and on which action has been taken by the General Assembly.

26. In addition to the nine reviews referred to above, AMS submitted to the Secretary-General final recommendations on 13 other reviews. These relate to: (i) Department of Economic and Social Affairs, (ii) Department of Trusteeship and Non-Self-Governing Territories, (iii) Office of the United Nations Commissioner for Namibia, (iv) United Nations Office at Geneva, (v) OPI field establishment, (vi) International Computing Centre (New York), (vii) Office of Inter-Agency

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12/ A/C.5/1385.

Affairs, (viii) Office of Legal Affairs, (ix) Liaison and Protocol Section of the Executive Office of the Secretary-General, (x) Office of the United Nations High Commissioner for Refugees, (xi) Department of Political and Security Council Affairs, (xii) Division of Human Rights, and (xiii) Centre for Economic and Social Information. Of these, five 13/ have not reached the stage of implementation. The recommendations of the remaining eight reviews total 161. The status of implementation pertaining to these latter recommendations, to the extent that information is presently available, is shown graphically on page 2 of annex II and is summarized below.

27. Of the 161 recommendations, 24 (15 per cent) have been implemented, 97 (60 per cent) are in the process of implementation; 4 require action by departments or offices other than those surveyed; 35 (22 per cent) are under consideration for implementation and, finally, one is not proposed to be implemented. Thus, all together, 75 per cent of the 161 recommendations either have already been implemented or are in the process of being implemented.

28. While it is evident that implementation has been going forward, the Secretary-General is of the view that the rate of progress could be improved. Some of the delay is attributable to the recent changes in the leadership of some of the organizational units; it is normal and inevitable that the new heads of departments or offices would need time to assess the existing situation and proposed changes before proceeding to implement the recommendations. Another reason for delay is the need, in some of the organizational units, for expert assistance in putting into effect some of the recommendations. The Administrative Management Service, which has been concentrating on the completion of the first round of manpower reviews, could not possibly devote as much time as it would have liked to this matter. However, as stated in section A above, AMS has been able to provide some limited assistance, upon request, to some of the units. Once the first round of reviews is completed, AMS will be able not only to provide expert assistance on a larger scale but to monitor and follow up the implementation process as a part of its normal work programme. The assistance of AMS will also be extremely valuable in expediting the implementation of recommendations requiring action or collaboration between two or more organizational units.

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13/ The implementation of the recommendations in regard to ESA and the OPI field establishment is awaiting action by the General Assembly. The recommendations in the case of the Division of Human Rights and PSCA are under consideration by the Secretary-General. The recommendations in respect of CESI, except for that relating to staffing, which has already been approved, are also under consideration by the Secretary-General.



### III. THE CONTINUING PROGRAMME OF AMS

#### A. Areas of continuing concern

29. In an information circular of 10 June 1969 <sup>14/</sup> announcing the establishment of AMS and the launching of the manpower survey, the Secretary-General stated: "the completion of this first survey is only the initial task of the new Service, which will continue to exist on a permanent basis". He said further, "It will constitute an important mechanism for achieving management improvements. This will involve such activities as comprehensive management surveys, organizational studies, continuing reviews of manpower utilization, systems analysis, and assistance to the departments in the examination of management questions."

30. Without the pressure to complete the first cycle of manpower reviews, in which AMS has been engaged during the last three years, AMS can in future years devote attention to making specific improvements in management systems, work procedures, management information, files and documentation, to developing work standards and to similar undertakings.

31. The Secretary-General envisages the continuing role and functions of AMS as follows:

(a) To serve as an internal management analysis or consulting staff in the Secretariat for developing solutions to management problems which cross office and departmental lines. Each year AMS would be expected to develop a work programme of functional studies based on the priority problem areas indicated by the Secretary-General, the heads of departments or offices, or by other review bodies such as the Board of Auditors, the Joint Inspection Unit and the Internal Audit Service;

(b) To make reviews of organizational units as needed and as requested by the Secretary-General and the heads of departments or offices;

(c) To provide professional assistance in management improvement efforts throughout the Secretariat. This would include follow-up of AMS manpower survey recommendations and participation in task force studies of problems identified in AMS reports, by ACABQ and the Fifth Committee, and by other means.

(d) To assist the Budget Division and the departments and offices in reviewing staffing requirements. This would include the sponsoring of productivity studies in specific units and for specific categories of work in order to establish work standards and improve productivity;

(e) To maintain the official organizational manual of the Secretariat (ST/SGB/131), to review and process administrative issuances and to control standard forms. A current project is the up-dating and revision of the organization manual.

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<sup>14/</sup> ST/ADM/SER.A/1336.

B. Needs identified by AMS reviews

32. A number of problems of a general nature, common to two or more organizational units, have been identified in the course of the management and manpower survey. These will have to be attended to as soon as time and resources permit. Examples of these problems are:

(a) The role and responsibility of executive and administrative officers in departments, offices and regional economic commissions; their appropriate relationship with the central administrative and financial services;

(b) Reduction in the cost and time lag of document preparation. This matter was a subject of discussion in the Fifth Committee during the twenty-sixth session of the General Assembly;

(c) The division of work in the economic and social areas, in particular, between the Headquarters-based organizational units and the regional economic commissions. The AMS reviews of the organizational elements involved led to several recommendations for a better rationalization of the division of work and better co-ordination between and among ESA, UNIDO, UNCTAD and the regional economic commission;

(d) A detailed review of the management of paper work in the Secretariat, including centralized and decentralized registry and files; correspondence procedures; use of copy, typewriting, microfilming and other equipment; routing of papers; and records storage and disposal;

(e) The development of a management information system to provide inputs for work planning and control, programme and budget preparation, accomplishment reporting and evaluation, and cost identification.

33. In virtually every survey, AMS has reported a need for specific efforts wherever possible to measure workload, establish performance standards and increase productivity. It is true that much of the work of the Secretariat is not measurable in the sense that definite, repetitive end-products can be counted and related to time; nevertheless, some of the work is quantifiable and lends itself to work standards. This problem can be approached in two ways: (i) using work planning, management and supervisory techniques that emphasize rational processes in deciding the work to be done, reasonable time periods in which to do it and progress reporting against targets; (ii) developing work - measurement techniques for repetitive work such as professional work with measurable end-products, typing, clerical and manual work, followed by the establishment of fair standards for a day's work. A considerable amount of work is now being done in the Secretariat, some with AMS assistance, in the first of these approaches. For the second, AMS proposes the launching of several pilot projects to demonstrate the methodology of setting standards for various kinds of work as well as the fact that standards-setting is possible for such work. AMS proposes to conduct three or four pilot projects during 1973 with the help of outside consultants experienced in such studies. Some of the areas under consideration for pilot projects are: the Postal

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Administration, OGS; the Machine Repair Unit, OGS; the Travel Unit, OGS; and the typing units, OCS. Aside from developing work standards, one objective of the pilot projects would be to train United Nations staff in the methodology so that similar projects can be carried out subsequently through the joint efforts of AMS and the offices concerned.

#### C. Monitoring the implementation of AMS recommendations

34. One of the main continuing tasks of AMS is to monitor the implementation of its recommendations within the departments and offices surveyed. As noted in paragraphs 12 and 13 above, some monitoring has been carried out within the resources available to AMS, even though the main objective has been to complete the manpower survey. The monitoring of implementation will require, in some instances, actual assistance to departments and offices.

35. In the past, the principal monitoring technique used by AMS has been to request reports of implementation actions. More recently, the additional technique of assistance in developing the specific means of implementation has been employed, though on a limited basis. AMS intends to do more of this in future. A third method, which has not been used but would be greatly desirable, is on-site follow-up reviews. These would be considerably shorter and require less AMS staff than the original reviews. Instead of four or five officers working from four to eight weeks, as in the case of the original reviews, each follow-up review would require one to two weeks' work by one or two staff members. The purpose would be to explore in the organizational unit concerned the implementation that has actually been achieved and to render as much on-the-spot assistance as possible. All organizational units covered by the original survey would be included in the follow-up implementation programme during 1973 and 1974.

#### D. AMS work programme for 1973

36. The AMS work programme for 1973, based on the continuing role for AMS described in section A of this part, is presented as follows:

##### Special management and functional studies

- (1) Study of executive officer/administrative officer functions, responsibilities and relationships with the central administrative and financial units;
- (2) Study of the division of work in the economic and social areas of the Secretariat, particularly between Headquarters (including also UNCTAD and UNIDO) and the regional economic commissions, to identify areas of overlap and duplication and suggest a more rational division of functions and responsibilities;

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- (3) Study of the management of paperwork in the Secretariat, including centralized and decentralized registry and files; correspondence procedures; use of copy, typewriting, microfilming and other equipment; routing of papers; and records storage and disposal;
- (4) Study of management information needs for purposes of work planning and control, programme and budget preparation, accomplishment reporting and evaluation and determination of cost; development of an appropriate system. This would be as a joint task force effort with AMS participation;
- (5) Other studies which may be determined as necessary.

An estimated total of 36 man-months of Professional time will be devoted to the above studies.

#### Organizational reviews

- (6) Review of the Office of the Under-Secretary-General for Political and General Assembly Affairs (part of the initial manpower survey);
- (7) Review of the Executive Office of the Secretary-General (part of the initial manpower survey);
- (8) Completion of the review of the special missions begun in late 1972;
- (9) Other organizational reviews as may become necessary.

The above reviews will require an estimated total of 24 man-months of Professional staff time.

#### Management improvement and follow-up of survey implementation

- (10) Follow-up, on-site reviews of the implementation of AMS recommendations in 10 of the units covered during the three years of the manpower survey. The remaining units will be covered in 1974. Assistance in implementation will be provided as far as possible during the time available;
- (11) Participation in implementation task forces:
  - (a) Department of Economic and Social Affairs: continuation of the implementation efforts carried on during 1972; completion of the task force efforts now under way;
  - (b) Series of task forces to undertake studies proposed in AMS draft reports currently under review in respect of the Office of Personnel Services, the Office of General Services and the Office of Financial Services;

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- (12) Development of management systems for use in work planning and control, programme and budget preparation; accomplishment reporting and programme evaluation:
- (a) UNCTAD: participation in the testing of a pilot management reporting system;
  - (b) Office of the High Commissioner for Refugees: follow-up consultation in the development of an appropriate management system; continuation of assistance provided in 1972;
  - (c) Regional economic commissions: assistance similar to the above in the development of an appropriate management system for each of the commissions, including participation with the Office of the Controller in the development of a training programme for preparation of the 1974 work programme and budget;
- (13) Other management improvement and survey implementation activities as needed.

These activities in connexion with management improvement and survey implementation will require an estimated total of 72 man-months of Professional staff time.

#### Productivity and staffing studies

- (14) Participation in pilot studies to demonstrate the methodology of setting standards for various kinds of work and the development of expertise to continue similar efforts;
- (15) Advice on staffing requirements as necessary in connexion with work planning, budget requests and organizational efforts.

These activities will involve a total of 16 Professional man-months, exclusive of consultant assistance.

#### Development and maintenance of an organizational manual, clearance of administrative issuances and forms control

- (16) Revision of the organizational manual (SGB/131), clearance of administrative issuances, and maintaining surveillance of proposed forms.

A total of 12 man-months of Professional staff time will be required.

#### General supervision of AMS

- (17) Direction, general supervision and administration of AMS.

These functions will require a total of 18 Professional man-months.

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37. In carrying out the projects listed above, AMS intends to use to the maximum extent the manpower resources regularly available to it. Some of these projects, however, will require the temporary, short-term assistance of outside experts because it would not be economical to provide such expertise in the continuing establishment of AMS. The Secretary-General will reflect in the revised budget estimates any consultant funds considered necessary, for instance, for the project described in item 14 of paragraph 36, on productivity studies.

## ADMINISTRATIVE MANAGEMENT SERVICE

## STATUS OF MANPOWER SURVEYS

(on 1 September 1972)

SURVEYS COMPLETED					SURVEYS TO BE UNDERTAKEN IN 1972 AND 1973		
<u>Results reflected in 1971 appropriations</u>	<u>Results reflected in 1972 appropriations</u>	<u>Reflected in 1973 initial estimates</u>	<u>Under consideration by the General Assembly</u>	<u>Under consideration by the Secretary-General</u>	<u>Expected to be reflected in the 1973 revised estimates</u>	<u>Organizational unit</u>	<u>Expected date of: Commencement      Completion</u>
United Nations Conference on Trade and Development	Economic Commission for Europe	Protocol and Liaison Section (Executive Office of the Secretary- General)	Department of Economic and Social Affairs <u>a/</u>	Department of Political and Security Council Affairs	Office of General Services	Office of the Under-Secretary- General for Special Political Affairs	15 August      15 September
United Nations Industrial Development Organization	Economic Commission for Asia and the Far East		OPI field establishment <u>b/</u>	Division of Human Rights	Office of Personnel Services		
Office of Public Information	Economic Commission for Latin America	Office of the United Nations High Commissioner for Refugees			Office of Financial Services	Office of the Under-Secretary- General for Administration and Management	6 September      20 September
Economic Commission for Africa	United Nations Economic and Social Office in Beirut					Library	1 November      15 December
Office of Conference Services	Department of Trusteeship and Non-Self-Governing Territories					Administrative Management Service	1 December      31 December
	Office of the United Nations Commissioner for Namibia					Special Missions	December 1972      February 1973 <u>c/</u>
	United Nations Office at Geneva					Office of the Under-Secretary- General for Political and General Assembly Affairs	1973
	Centre for Economic and Social Information					Executive Office of the Secretary- General	1973
	International Computing Centre (New York)						
	Office for Inter-Agency Affairs						
	Office of Legal Affairs						

a/ Decision deferred on ACABQ's recommendation (see A/8408/Add.27, para. 12) and further deferred on the recommendation of the Secretary-General (A/C.5/1430).

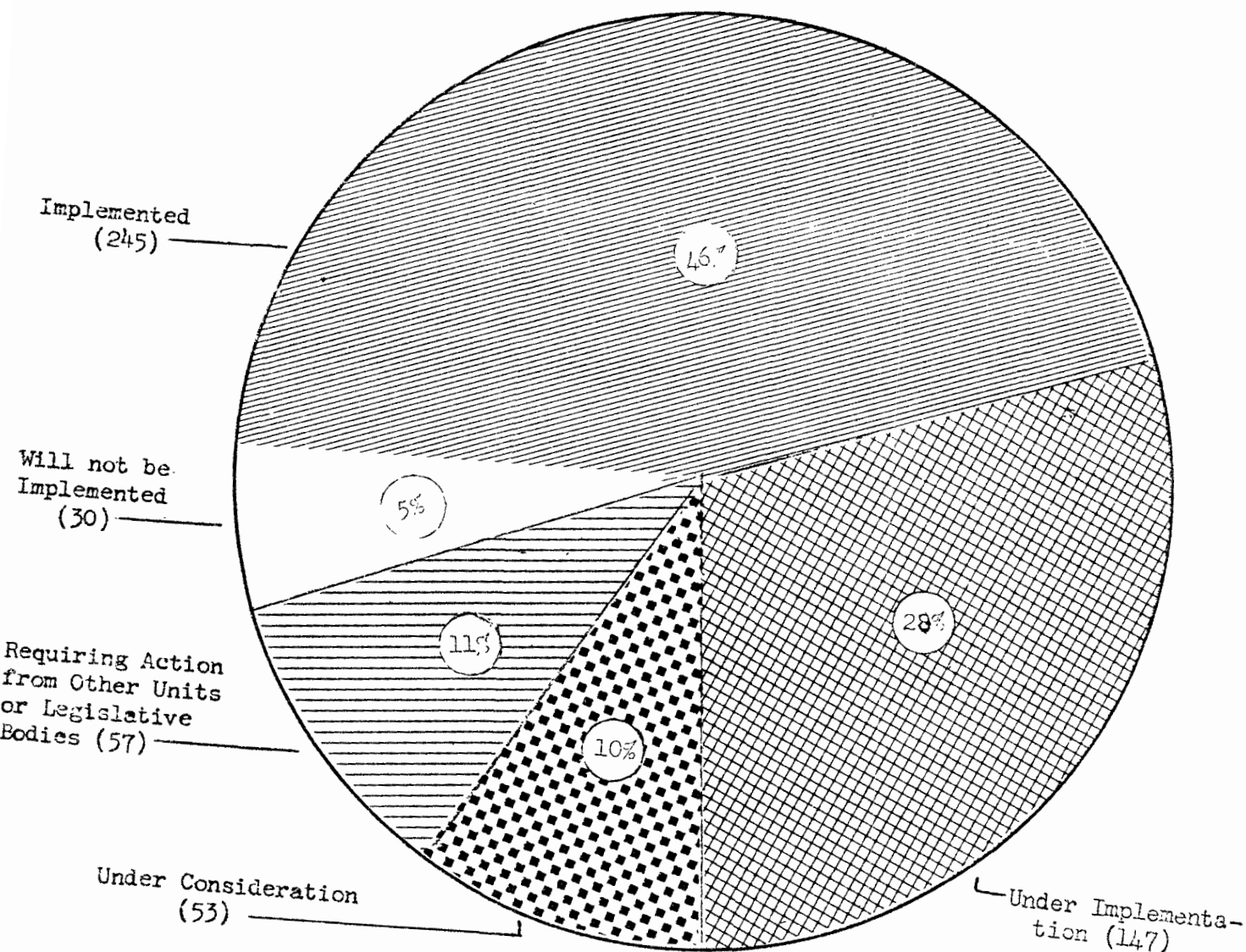
b/ Decision deferred to twenty-seventh session of the General Assembly (see General Assembly resolution 2897 (XXVI)).

c/ To be carried out as far as possible in conjunction with home leave travel in the interest of economy.

Annex II

STATUS OF IMPLEMENTATION OF AMS RECOMMENDATIONS

A. In nine major units reported in 1971 (UNCTAD, OPI, OCS, UNIDO, ECA, ECE, ECAFE, ECLA and UNESOB).





- B. In eight units whose survey reports have been approved subsequent to the progress report in 1971 (Geneva Office, Office of Legal Affairs, Protocol and Liaison Section, Office of the Commissioner for Namibia, IAA, UNHCR, ICC and Department of Political Affairs, Trusteeship and Decolonization)

