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### Human resources management

## **New approach to staff mobility: building an agile Organization by providing opportunities for on-the-job learning and skills development**

### **Report of the Advisory Committee on Administrative and Budgetary Questions**

#### **I. Introduction**

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General entitled “New approach to staff mobility: building an agile Organization by providing opportunities for on-the-job learning and skills development” (A/75/540/Add.1). During its consideration of the report, the Advisory Committee met online with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses dated 15 February 2021.

#### **II. Overview and general observations**

2. The Secretary-General provides, in his report, a review of mobility efforts and lays out a new approach to staff mobility in the United Nations Secretariat (*ibid.*, para. 1).

3. In his report, the Secretary-General recalls that, in its resolution 68/265, the General Assembly approved the Secretary-General’s proposal for a mobility framework. The framework was operationalized in 2016. In 2017, the Secretary-General paused its implementation to reflect on prior mobility efforts and develop an approach aimed at building a workforce equipped with the skills needed for the future. A comprehensive review of mobility efforts was carried out in 2018 (*ibid.*, paras. 5–7). The Advisory Committee requested, but did not receive, a clear explanation regarding the current status of the mobility framework approved by the General Assembly (see para. 9 below).

4. According to the report of the Secretary-General, the essence of the new approach to staff mobility is to provide on-the-job learning and skills development opportunities through service at headquarters and non-headquarters duty stations, while supporting needs-responsive staff deployments to various entities and, ultimately, equipping the Organization with the skills it needs to deliver results in an



increasingly complex, volatile and interconnected world (ibid., paras. 14–17). Further, the new approach is to be forward-looking and sustainable, reflect organizational realities and incorporate lessons learned from previous mobility efforts (ibid., para. 13). The Advisory Committee was informed, upon enquiry, that the approach seeks to address previous inefficiencies, such as cumbersome processes, difficulties in matching people and positions, limited sharing of the burden of service in hardship duty stations and challenges in responding to the different needs of different parts of the Secretariat (see also [A/73/372/Add.2](#), paras. 35–54). The Committee was also provided with a table summarizing the main differences between the new approach and previous mobility efforts (see the table below).

### Differences between the new approach to mobility and previous mobility efforts

	<i>New approach to mobility</i>	<i>Previous mobility efforts</i>
Definition of mobility	Geographical only, with emphasis on movement between hardship and non-hardship duty stations	Geographical and functional (meaning a change in position, which can include one or more of the following: a change in role, function, department or duty station, or a move to or from an agency, fund or programme)
Decision-making on reassignments	Decentralized by entities, within centrally established coordination mechanisms	Centrally
Target mobility population	Mandatory for new staff and optional for currently serving staff in the Professional and higher (up to and including D-2) and Field Service categories. New staff will have an explicit mobility clause in their letters of appointment and will be required to move geographically upon meeting the standard duration of assignment, which will be determined on the basis of the hardship classification of the duty stations	All staff in the Professional and higher (up to and including D-2) and Field Service categories who have reached either their maximum position occupancy limit in the second year of network implementation or their minimum position occupancy limit, for those who chose to opt in
Movement between talent pools and job families	Skills development is at the heart of the new approach. Staff decide to join one or more talent pools, depending on their mobility profile; therefore, movement between talent pools and job families is feasible	Talent pools did not exist; the system was based on job networks. Movement between job families and networks was difficult as mobility exercises were conducted by job network
Mobility process ownership	Entities, supported by central human resources	Office of Human Resources Management, supported by entities
Motivation for mobility participation	Mandatory for new staff joining the Organization, intrinsic motivation, linked to professional excellence, learning and skills development	Mandatory under managed mobility

5. In his report, the Secretary-General envisages that, under the new approach, by 2060, at the latest, all Secretariat staff members in the Professional, Director and Field Service categories holding fixed-term, continuing and permanent contracts and

encumbering rotational posts will have gradually become part of the mobility scheme and be subject to periodic geographical moves based on the standard duration of assignment at each duty station. Participation in mobility will be mandatory for new staff and voluntary for currently serving staff members (A/75/540/Add.1, paras. 21–23 and 43). As a consequence of the expected increase in the number of geographical moves, the cost of the new approach in the initial implementation period of 2022–2030 is estimated to range from \$36.8 million in 2022 to \$76.9 million in 2030 (*ibid.*, para. 49; see also paras. 36–37 below).

6. The Advisory Committee was informed, upon enquiry, that the Secretary-General expects the new approach to be operational from the beginning of 2022, with financial implications starting from the same year. The Committee was also informed that the Secretariat plans to develop oversight mechanisms, policies and procedures, including on key operationalization elements such as criteria for the designation of non-rotational posts, talent pools, designation of the standard duration of assignments, mobility cycle and special constraints that would prevent participation in mobility, in the course of 2021.

7. The General Assembly is requested to take note of the report of the Secretary-General (*ibid.*, para 56). Upon enquiry, the Advisory Committee was informed that, according to the Secretariat, as the new approach makes use of the Secretary-General's authority to move staff laterally across the Organization, pursuant to regulation 1.2 (c) of the Staff Regulations of the United Nations, it does not require the approval of the Assembly.

**8. The Advisory Committee reiterates its support for the promotion of staff mobility (A/68/601, para. 8) and acknowledges the efforts of the Secretary-General to lay out an approach to staff mobility that incorporates lessons learned from previous experiences. The Committee notes the objective of the Secretary-General's approach to build an agile Organization by providing opportunities for on-the-job learning and skills development through service in different duty stations, and stresses the importance that mobility be geared towards meeting organizational requirements projected through enhanced strategic and operational workforce planning.**

9. The Advisory Committee recalls that, in its resolution 68/265, the General Assembly approved the refined managed mobility framework proposed by the Secretary-General and provided specific guidance for its implementation. The Committee is of the view that the Secretary-General should provide greater clarity and updated information on the current status of the approved mobility framework to the Assembly at the time of its consideration of the present report.

10. The Advisory Committee notes the large scale of the approach laid out by the Secretary-General, which encompasses a Secretariat-wide scope, a long-term time frame, spanning almost 40 years, and forecasted costs that are expected to more than double, from \$36.8 million to \$76.9 million, in the first eight years of implementation. Moreover, the Committee considers that, presently, major components of the approach remain undefined or require further analysis and clarification, particularly as regards their potential impact on external recruitment, accountability and financial implications, as well as related safeguards. The Committee therefore recommends that the General Assembly request the Secretary-General to develop further key elements of the proposal, taking into consideration the observations and recommendations of the Committee, and submit a detailed report for the consideration and approval of the Assembly during the main part of its seventy-sixth session.

### III. Specific aspects of the new approach to mobility

#### Operationalization of the approach

11. The Secretary-General indicates in his report that the new approach to mobility will be built upon simple and decentralized processes supported by procedures and oversight mechanisms developed by central human resources to maximize scale and ensure transparency and consistency of application ([A/75/540/Add.1](#), para. 27). The Advisory Committee was informed, upon enquiry, that the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, as appropriate, will develop policies, procedures, oversight mechanisms and technology solutions supporting the operationalization of the approach. They will also monitor and report on the cost impact of mobility. All Secretariat departments, offices, regional commissions, tribunals and field operations will implement the mobility programme in accordance with the centrally developed policies and operational guidance. Heads of entities will make the final placement decisions for staff participating in mobility and will monitor and report on the implementation of mobility at the entity level.

12. The Advisory Committee was also informed that staff representatives generally support the new approach, the key principles of which were built upon the work of the Staff Selection Working Group of the Staff Management Committee, established following the 2018 mobility review.

**13. The Advisory Committee stresses that the operationalization of the Secretary-General's approach should rest on clearly articulated and legally sound governance instruments that comply with the guidance and relevant decisions of the General Assembly and are duly informed by consultations with all relevant stakeholders, including staff representatives. The Committee emphasizes that concepts, including geographical and lateral transfers, terminology and parameters related to mobility should be precisely defined, in order to support conceptual clarity, foster common understanding and mitigate the risk of inconsistent implementation. The Committee is of the view that the Secretary-General should develop a mobility glossary and provide it as an annex to his next report (see also para. 10 above).**

#### Key performance indicator framework

14. The report of the Secretary-General provides an illustration of the mobility key performance indicator framework that will be used to monitor the performance of entities against entity-specific targets (*ibid.*, paras. 50–51; see also [A/75/765](#), para. 12). Upon enquiry, the Advisory Committee was informed that mobility targets for the entities are yet to be developed and will be included in the senior managers' compacts to ensure accountability. Following the operationalization of the new approach, lessons learned will inform adjustments and improvements. **The Advisory Committee recommends that the General Assembly request the Secretary-General to refine the mobility key performance indicator framework to better enable the monitoring of entities against their specific targets. The Committee also recommends that relevant information should be provided in the next report of the Secretary-General.**

#### Rotational and non-rotational posts

15. The Secretary-General indicates in his report that, in recognition of the unique qualifications and experience required for highly specialized functions, a number of posts, estimated at about 20 per cent, will be designated as non-rotational and excluded from mobility. The remaining posts will be deemed rotational and subject to periodic geographical mobility ([A/75/540/Add.1](#), paras. 20 and 28).

16. The Advisory Committee was informed, upon enquiry, that, in principle, a non-rotational post requires an advanced or specialized level of expertise, knowledge and qualifications in a technical field and has no comparable position at the same level in the Secretariat. Criteria for the designation of non-rotational posts, as well as relevant policies and operational guidance, will be established by the Department of Management Strategy, Policy and Compliance by the second quarter of 2021. The Department will ensure the consistent application of such criteria by the different Secretariat entities and will communicate the finalized list of non-rotational posts to staff and managers.

**17. The Advisory Committee underscores the importance of the criteria for the designation of non-rotational positions being clearly defined and suitable for consistent application across the Secretariat. The Committee considers that the Secretary-General should include, in his next report, detailed information on the criteria, number and type of non-rotational positions, as well as operational guidance and scrutiny mechanisms for the designation of such positions (see also [A/67/545](#), para. 84).**

#### **Mandatory and voluntary participation**

18. The Secretary-General indicates in his report that new staff members joining the Organization in the Professional and higher categories, up to the D-2 level, and in the Field Service category will be subject to mobility ([A/75/540/Add.1](#), para. 22). However, participation in mobility for currently serving staff members in the same categories will be on a voluntary, incentivized basis. Accordingly, currently serving staff members encumbering rotational posts will not be required to move duty station, and their conditions of service will not be affected, unless they opt into the system (*ibid.*, para. 23).

19. In response to a query on the rationale behind the voluntary participation of currently serving staff, the Advisory Committee was informed that, while recognizing regulation 1.2 (c) of the Staff Regulations of the United Nations, there was no clear expectation for all currently serving staff to be subject to a mobility policy when they joined the Organization. Under the new system, however, the mobility requirement would be clearly included in job openings for rotational positions and in letters of appointment (see para. 21 below).

20. The Secretary-General indicates that voluntary participation will be encouraged through intensified internal communication and during the developmental part of ongoing performance feedback conversations (*ibid.*, para. 39). The Advisory Committee was informed, upon enquiry, that while all eligible staff will be encouraged equally to opt into the mobility scheme, on the basis of the findings from the 2018 comprehensive review, there will be a specific focus on early-career professionals at the P-2 and P-3 levels, with a view to developing the skills of junior to mid-level staff for future roles. Regarding opt-in incentives, the Committee was informed that the main incentive of the new approach is its close link to career enhancement and skills development, as staff participating in mobility would broaden their experience, skills and knowledge in diverse geographical and organizational contexts. Additional incentives, such as a geographical move requirement for promotion to posts at the P-5 level and above, might be considered as the system matured. The Committee was also informed that the new approach to mobility will not change the existing mobility and hardship compensation package approved by the General Assembly in its resolution [70/244](#), and that no data were available to single out any specific impact of the mobility incentive on staff mobility.

**21. The Advisory Committee is of the view that the Secretary-General should provide greater clarity regarding the rationale behind the non-mandatory**

**participation in mobility of currently serving staff to the General Assembly at the time of its consideration of the present report. Furthermore, the Committee considers that the Secretary-General should undertake greater analysis of incentives for voluntary participation in mobility and include relevant information in his next report, along with any concrete proposals and their cost implications, where applicable.**

22. The Advisory Committee was informed, upon enquiry, that staff will not be able to retain a lien on a post that they vacated following their placement under the mobility programme, as movements will be considered an internal transfer between two geographical locations (see also para. 37 below). **The Advisory Committee recalls that the mobility framework approved by the General Assembly in resolution 68/625 did not envisage the application of liens, except in cases of staff on secondment to United Nations agencies, funds and programmes (see also [A/68/601](#), para. 62).** The Committee notes that the retention of liens on posts is linked to the issue of temporary assignments, which the Committee has discussed on multiple occasions (see, for instance, [A/75/765](#), para. 11, and [A/75/7](#), para. 57).

### **Special constraints**

23. The Advisory Committee was informed, upon enquiry, that, as in previous mobility efforts, staff members will be given the opportunity to request an exception from moving during a mobility exercise in cases of special constraints. Special constraints might include medical reasons, compelling personal circumstances and matters in the interest of the Organization. A mechanism to review staff requests for recognition of such constraints and detailed policies will be developed. **The Advisory Committee stresses the importance that the Secretary-General clearly define criteria for exemptions from mobility requirements and developing mechanisms and policies that ensure the consistent and transparent application of such exceptions (see also General Assembly resolution 71/263, para. 31).** The Committee looks forward to receiving detailed information in the next report of the Secretary-General.

### **Talent pools**

24. The Secretary-General indicates in his report that a system of talent pools will be set up to facilitate the movement of staff between entities and geographical locations, both within similar functions and across functions ([A/75/540/Add.1](#), para. 33). Talent pools will be defined and established from central human resources, whereas entities will match candidates with posts, on the basis of ranked preferences of both candidates and entities, and will make the final placement decisions (*ibid.*, paras. 34–35).

25. The Advisory Committee was informed, upon enquiry, that the talent pools system seeks to address inefficiencies in previous mobility efforts by: (a) providing more opportunities to move functionally, between job families within the job networks, or across networks; and (b) supporting more efficient matches of staff and positions through the development of a matching tool. The preferences of staff members will be accommodated to the maximum extent possible and, in the case of unsuccessful matching, central human resources will provide more matching options to prevent any cases of refusal to move by staff. Should such cases arise, staff would be subject to administrative action. The Committee was also informed that all entities will need to be part of one or more talent pools to ensure sufficient moves, particularly between H, A, B and C duty stations and D and E duty stations.

26. **The Advisory Committee notes that talent pools are a new system for managing mobility movements, distinct from the job networks system used in the paused mobility framework (see [A/67/324/Add.1](#), paras. 22–24), and major aspects thereof are yet to be developed. The Committee therefore considers that**



**further clarity is needed and that the Secretary-General should provide, in his next report, information on the policies, procedures and tools supporting the talent pools, including how the system can ensure sufficient moves between entities and duty stations, particularly between H, A, B and C duty stations and D and E duty stations.**

#### **Equitable sharing of the burden of service in hardship duty stations**

27. In his report, the Secretary-General indicates that incumbency or service in different posts in hardship, non-family (D and E) duty stations should not exceed two years, unless exceptionally approved upon request by staff members. However, as data as at the end of 2018 show, staff in the Professional and higher categories and in the Field Service category spent on average 4.5 years and 6.6 years, respectively, in D and E duty stations.<sup>1</sup> Under the new approach to mobility, particular attention will be paid to staff serving in hardship duty stations, and staff who have spent more than two years in such duty stations will be prioritized for moves, depending on their category and function (A/75/540/Add.1, para. 24 and annex III, table A.III.1).

28. **The Advisory Committee welcomes a more equitable sharing of the burden of service in hardship duty stations (see also General Assembly resolution 68/265, para. 4, and A/69/572, para. 86) and recommends that the General Assembly request the Secretary-General to provide, in his next report, more detailed information on the concrete implementation of the envisaged prioritization of the movement out of D and E duty stations, particularly for Field Service staff who have more limited opportunities to rotate out of those duty stations.**

#### **Vacant posts and impact of the new approach on external recruitment**

29. The Secretary-General indicates that the new approach will apply only to encumbered posts. Posts that are vacant due to retirement, separation and other movements<sup>2</sup> will not be subject to mobility and will continue to be advertised and filled through the established competitive process (A/75/540/Add.1, para. 19). **The Advisory Committee welcomes that the new approach will apply only to encumbered posts and that posts that are vacant due to retirement, separation and other movements will be filled through external recruitment (see para. 31 below).**

30. The Advisory Committee was informed, upon enquiry, that, according to the Secretariat, the new approach will not impact external recruitment, or the overall geographical representation and gender parity status. Rather, it was expected to attract more external candidates given its systematic opportunities for skills development and career enhancement. The Committee notes that it requested, but was not provided with, specific information regarding the potential impact on external recruitment.

31. **The Advisory Committee recalls that the General Assembly has reaffirmed the principle of non-discrimination against external recruitment (see Assembly resolution 67/255, para. 54) and reiterates that internal mobility should not have a negative impact on efforts to reinvigorate the Organization through external appointments (see A/71/557, para. 95, A/70/765, para. 16, and A/69/572, para. 77). The Committee considers that the new approach will have an impact on external recruitment owing to the potential number of posts of current staff who will opt**

<sup>1</sup> By comparison, at the end of 2018, staff members in the Professional and higher categories spent on average 8.8 years in H and A duty stations, compared with the standard duration of assignment of 5 years in those duty stations (A/75/540/Add.1, annex III, table A.III.1).

<sup>2</sup> The Advisory Committee was informed, upon enquiry, that other movements will include movements of staff members to other positions at the same level or a higher level through the staff selection system, which will also make their original positions vacant. These positions will not be included in mobility but will instead be advertised for competitive recruitment.

for voluntary mobility that will be part of the pool as mobility is progressively implemented, instead of being advertised for recruitment, and considers that more detailed information is needed to determine the impact on external recruitment. The Committee therefore recommends that the Assembly request the Secretary-General to analyse the matter further and provide clarifications in his next report, along with information on specific safeguards and monitoring mechanisms that would ensure full compliance with the principle of non-discrimination against external recruitment.

#### **Inclusion of long-term general temporary positions**

32. The Advisory Committee was informed, upon enquiry, that, as the new approach will cover lateral and geographical moves for a period of one year or longer, long-term general temporary assistance positions with secured funding availability may be included in the mobility programme. **The Advisory Committee is of the view that the Secretary-General should clarify, in his next report, the criteria defining the concept of “long term” and whether long-term positions funded through general temporary assistance, particularly within special political missions and peacekeeping operations, would be included under the new approach to mobility, and provide information on the related impact on the costs and implementation of the approach.**

### **IV. Mobility cost forecast**

33. The mobility cost forecast for the period 2022–2030 is provided in annex IV to the report of the Secretary-General. The forecast is based on: (a) the projected number of participants in mobility exercises from 2022 to 2030; (b) the percentage of staff members who moved between departments, offices away from Headquarters and regional commissions as compared with those who moved from or to field missions between 2016 and 2018; (c) the average direct cost of moves for the period 2013–2018; and (d) the composition of the direct cost of moves by source of funding (A/75/540/Add.1, para. 48).

34. In his report, the Secretary-General indicates that, under the new approach, the average number of years spent in non-field and field duty stations will be aligned with the standard duration of assignments for each, namely, five years for H and A duty stations, four years for B and C duty stations and two years for D and E (non-family) duty stations. This will result in a significantly higher frequency of moves between field and non-field duty stations. For instance, it is expected that the number of moves by staff members in the Professional and higher categories in H and A duty stations would nearly double. Similarly, the number of moves of staff in the Professional and higher and Field Service categories in D and E duty stations is estimated to more than double and triple, respectively (ibid., annex III, paras. 8–12).

35. Also in his report, the Secretary-General indicates that, given the expected increase of geographical moves and other factors, the forecasted mobility cost ranges from \$36.8 million in 2022 to \$76.9 million in 2030, compared with a total mobility cost of \$35.0 million in 2018. Regular budget, peacekeeping operations and voluntary and other funds would account for 30 per cent, 50 per cent and 20 per cent of the projected costs, respectively (ibid., para. 49).

#### **Baseline**

36. Regarding the establishment of a viable comparative baseline, the Advisory Committee recalls that it previously expressed doubts as to the appropriateness of using the average number of annual long-term duty station moves, and considered instead



that the number of geographical transfers undertaken in the preceding 12-month period could serve as a proper baseline for proposals of the Secretary-General on geographical lateral mobility (see [A/68/601](#), para. 26). In this context, the Committee requested, but did not receive, complete and clear information regarding the yearly number and costs of lateral geographical transfers for the period 2014–2020. With respect to long-term moves initiated in 2019 and 2020, the Committee was informed that data would be available in early 2021 and 2022, respectively, as a geographical move was only confirmed after the staff member had remained in the duty station for a full year.

**37. The Advisory Committee is not convinced as to the viability of the proposed baseline and the validity of the data provided in the context of the present report and reiterates that establishing a reliable, accurate and viable baseline against which future mobility trends and costs may be measured is critical for the proper monitoring of the impact of the mobility scheme, and again stresses the importance of rigorous data collection and analysis (see also [A/71/557](#), para. 90, [A/69/572](#), paras. 72–73, and [A/68/601](#), para. 26). The Committee therefore recommends that the General Assembly request the Secretary-General to provide, in his next report, more clear information on the baseline criteria, as well as a complete and validated set of data on the number of staff moves within and among duty stations, and the related direct and indirect costs, including statistical information on current and historical patterns and costs of mobility (see also [A/67/545](#), para. 78).**

#### **Target population**

38. With respect to the target population, the projection included in the report assumes that 20 per cent of currently serving staff members will opt into the mobility scheme in 2022, increasing gradually to 35 per cent by 2030. The projection was based on the number of staff members at the P-2 and P-3 levels, in line with the targets of the new approach, who comprise 40 per cent of the staff population, as well as on a participation rate of 15 per cent for staff in the Field Service category ([A/75/540/Add.1](#), annex III, paras. 5–6; see also para. 20 above). **The Advisory Committee questions whether the projection included in the report may underestimate the target population of the mobility scheme, and hence the forecasted mobility costs, as it appears to assume that no currently serving staff at the P-4, P-5, D-1 and D-2 levels will opt into the mobility scheme during the period 2022–2030.**

#### **Mobility costs and safeguards**

39. The Advisory Committee was informed, upon enquiry, that the cost of mobility can be absorbed within existing resources and will be funded from staff costs budgeted by the various entities. The Committee was also informed that no specific guidance related to the new mobility approach had been issued for the preparation of the next peacekeeping budget, which would cover the first half of 2022, when the implementation of the new approach would have started (see para. 6 above).

40. Regarding the need for safeguards and mitigation against cost escalation, the Advisory Committee was informed, upon enquiry, that the Secretariat will monitor the implementation of the mobility scheme, maintain a system of internal controls and risk mitigation and highlight any issues to the General Assembly. The Committee was also informed that no limit or ceiling on the number of moves per year was envisaged under the approach.

**41. Taking into account the considerable projected increase in mobility costs, the Advisory Committee recommends that the General Assembly request the Secretary-General to provide, in his next report: (a) more clarity regarding his expectation that mobility costs can be contained within existing resources;**

(b) safeguards regarding the number of staff moves and related cost implications; and (c) additional information regarding the allocation of costs by source of funding (see paras. 37 and 38 above).

42. Furthermore, the Advisory Committee considers that, given the scale, costs and risks of the proposed approach to mobility, the Board of Auditors should have appropriate oversight, including through annual reports to the General Assembly.

## V. Other matters

### **Mobility in the context of flexible work arrangements and location-independent functions**

43. The Secretary-General indicates in his report that the new approach to staff mobility needs to be flexible and adaptive to the changing circumstances and modes of work of the Organization in the future, including to virtual working and to functions that could be deemed location-independent (A/75/540/Add.1, para. 55). The Advisory Committee was informed, upon enquiry, that a forthcoming review of flexible working arrangements, based on the lessons learned from the large-scale telecommuting implemented as a result of the coronavirus disease (COVID-19) pandemic, might also include a determination of location-independent functions that could be performed by telecommuting in the long term without assignment to any particular duty station. **The Advisory Committee emphasizes the importance of a holistic and coherent outlook on human resources management strategies and underscores that mobility should be considered in coherence with other initiatives. The Committee is therefore of the view that the Secretary-General should provide, in his next report, information on any implications of ongoing or planned human resources initiatives, including related to flexible working arrangements and location-independent functions, on the envisaged approach to staff mobility.** The Committee discusses flexible working arrangements further in its report on the overview of human resources management reform for the period 2019–2020 and an outlook beyond (A/75/765).

### **Inter-agency mobility**

44. In his report, the Secretary-General indicates that the new approach to mobility may be expanded to include inter-agency mobility within the United Nations system, as recommended by the Joint Inspection Unit (A/75/540/Add.1, para. 32). The Advisory Committee was informed, upon enquiry, that priority was currently placed on developing and implementing the new approach within the Secretariat. However, opportunities for inter-agency mobility, particularly with entities sharing the same Staff Regulations and Rules, and the feasibility of an inter-agency framework would be explored over time. **The Advisory Committee trusts that updated information on inter-agency mobility, if any, including all related administrative and financial implications, as well as its impact on recruitment, will be provided in the next mobility report of the Secretary-General (see also para. 10 above).**

## VI. Conclusion

45. The General Assembly is requested to take note of the report of the Secretary-General (A/75/540/Add.1, para. 56). **The comments and recommendations of the Advisory Committee are contained in the present report (see also para. 10 above).**