UNITED NATIONS

GENERAL
ASSEMBLY

Thirty-third session
Item 108 of the provisional agenda*

JOINT INSPECTION UNIT

Second report on the implementation of the personnel policy reforms approved by the General Assembly in 1974

Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit on the implementation of the personnel policy reforms approved by the General Assembly in 1974.

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* A/33/150.

78-19562

Second Report on the Implementation of the Personnel Policy Reforms approved by the General Assembly in 1974

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August 1978

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INTRODUCTION

In accordance with the decisions taken by the General
Assembly at its twenty-ninth session (decision on agenda
item 81) on 18 December 1974 1/ approving a series of
reforms affecting recruitment and personnel management and
at its thirty-first session (resolution 31/17 of
29 November 1976), the Secretary-General, in document
A/C.5/33/2, has reported to the General Assembly
on the measures taken in 1977 and 1978 to implement these
reforms.

This document draws a picture which shows that,
generally speaking, substantial efforts have been made and
a number of measures have been taken to implement the
reforms that were approved.

*Many measures
have been taken
to implement
the reforms that
have been
approved,*

These measures relate to the structure of the Secretariat
(classification of posts and occupational groups), recruitment
(roster, competitive examinations) and personnel administration
(career development, competitive examinations for the promotion
of General Service staff to the Professional category, training,
etc.). Annexed to this document is a table comparing the
reforms approved in 1974 and the measures already taken. It
will be seen that, although much remains to be done,
significant progress has already been achieved.

If the efforts made are to continue and lead to the
early implementation of these reforms, however, a number of
difficult obstacles and quite complex problems will have to be
overcome.

*but there are
still a number
of obstacles to
to be overcome
and problems to
be resolved.*

The purpose of the present report by the Joint Inspection
Unit is to identify some of these obstacles and problems, and
to indicate what kind of action might be taken in order to
overcome them.

The General Assembly would thus have at its disposal the
necessary means of giving a fresh impetus to the implementation
of a far-reaching reform of personnel policy, by specifying
such actions as it considered desirable.

1/ Official records of the General Assembly,
twenty-ninth session, supplement No. 31 (A/9631) p. 139,
item 81, paragraphs (c)(i) and (ii)

The questions that will be studied in this report relate to:

Plan of the report

1. The definition of occupational groups and the classification of posts;

2. The competitive examination for the passage of General Service staff members to the Professional category;

3. The use of the roster;

4. The rotation of Professional staff members between the various duty stations;

5. The development of competitive selection procedures for young Professional staff.

/ Chapter I /

/ OCCUPATIONAL GROUPS AND CLASSIFICATION OF POSTS /

It is encouraging to note that progress is being made in the classification of posts and the implementation of the concept of "occupational groups". However, the progress achieved is still insufficient and, in particular, it will not be possible to achieve the essential objectives of the reforms thus undertaken unless the intellectual confusion which still exists on this subject can be dispelled.

The picture painted by the Secretary-General shows:

I.1 THE PICTURE PRESENTED BY THE SECRETARY-GENERAL

The picture which the Secretary-General paints in his report A/C.5/33/2 may be summarized in the following manner:

I.1.1 Classification of posts

(i) Professional posts:

In late 1976, a classification system based on the use of the five post-evaluation factors was selected;

- that significant progress has been made in the classification of Professional staff at Headquarters

In 1977, 480 job descriptions were prepared and evaluated, and 250 of these descriptions were selected as benchmark posts;

On 30 June 1978, job descriptions were prepared for all Professional posts in New York, with the exception of posts in the economic and social sectors affected by restructuring.

The following are in preparation:

The part of the Staff Rules relating to the implementation of the grading system;

- but that this initial part of the operation will not be completed until 1979

A detailed report on the financial implications of the regradings and downgradings which should result from the exercise.

The following will be completed in 1979:

Job descriptions for 2,000 posts away from Headquarters and for the 400 posts not yet classified at Headquarters.

The establishment of a permanent unit responsible for ensuring the continuing operation of the system.

(ii) General Service posts:

At Geneva: pursuant to resolution 31/193 B of 22 December 1976, a classification system for General Service posts based on six factors has been selected and a questionnaire has been distributed to 1,400 staff members. However, only part of the questionnaires have been completed and returned and the system proposed by the Administration is still being discussed with the staff representatives. No further progress has, therefore, been made in classification operations.

In New York: General Service classification operations have been limited to the compilation of data. A classification system may be selected in the second half of 1978.

I.1.2 Occupational Groups

The Secretary-General has adopted the principle that an occupational group structure should be used for the purposes of recruitment and the planning of assignments.

An occupational group system has been used for the selection of benchmark posts in the post classification exercise.

In bulletin ST/SGB/166 of 18 May 1978, the Secretary-General defined his policy with regard to career development and announced the establishment of career development committees for each occupational group (for the present only one committee is planned - for Professional staff in the information services). In this connexion the Secretary-General stated:

> "This represents a major step in the transition from the administration of the staff on a departmental or divisional basis to the administration of all staff engaged in similar functions as a coherent group in which the careers of the individual staff members it comprises can be developed ....".

A preliminary classification of the duties of General Service staff on the basis of four occupational groups has been approved by the CCAQ Sub-Committee on post-classification. The ICSC Secretariat has made proposals for the joint classification of the occupational groups and the Secretary-General intends to use this classification once it has been adopted by ICSC.

The picture thus contains a number of positive elements. It does not, however, conceal the following serious shortcomings which have yet to be remedied: hardly anything has so far been done on General Service posts, either in New York or at Geneva 2/, the complete classification of Professional posts and the adoption of the financial measures which should result therefrom will not be completed before the end of 1979;

-that in the General Service category, both in New York and Geneva, hardly anything has yet been done,

-that, as regards the "occupational groups", a start has been made on their practical implementation, but important differences in approach still exist.

2/ where the situation is, as is well known, particularly abnormal and serious in this respect

and the use of the occupational-group concept would appear
to be extremely hesitant and imprecise. Much therefore
remains to be done in order to benefit from the work already
accomplished and, on a number of important points, serious
uncertainties remain.

I.2 THE OBJECTIVES OF THE CURRENT EXERCISES AND THE APPROACH ADOPTED

The three existing occupation lists:

It is apparent from the various lists of occupations or
occupational groups which have so far been published or proposed
that serious differences in approach exist. There are at present
at least three such lists:

(i) In the United Nations: a list of occupations arranged
under a number of headings, that could correspond to occupational
groups, was reproduced in the undated inter-office memorandum
PDU/77, which was sent by the Director of the Division for
Policy Co-ordination to all chiefs of administration. This
memorandum, on the subject of checking of personnel records,
states that the list of occupations is experimental. The list
comprises 62 occupations in the Professional category and 23
in the General Service category. The Professional occupations
are arranged under 10 headings which might be regarded as
occupational groups. These headings are as follows:
administrative, economic affairs, social affairs, information,
legal, library, linguistic, political, publishing and other
occupations. The General Service occupations are listed in
four sections, but no headings are given.

The United Nations list.

(ii) A list of occupations was prepared by the ICSC
Secretariat in document ICSC/R/134. This document proposes
the use of an occupational classification system comprising
four or even five levels corresponding to the concepts of
"occupational groups", "families", "fields of work",
"occupations" and "sub-occupations" 3/. The use of first
four levels results in a proposal for classification applicable
throughout the United Nations system comprising three
"occupational groups" only, including just one group for

The ICSC list,

3/ The example given in the memorandum to illustrate
these various concepts is as follows:

    (1) occupational group : "professional, managerial,
        technical and related workers";
    (2) family: architects, engineers;
    (3) field of work: civil engineers;
    (4) occupation: sanitary engineers;
    (5) sub-occupation: sanitary engineers (water purifi-
        cation).

Professionals and experts, and two for General Service staff. With regard to the occupational group for Professionals and experts, the list provided comprises 13 "families", 135 "fields of work" and 275 "occupations". The concept of a "family" is in fact that which appears to correspond most closely to the concept of an "occupational group" as used in the United Nations, for example. The following 13 "families" are mentioned:

administrative specialists;
architects, engineers;
archivists, curators, librarians;
artists;
economists;
education specialists;
jurists;
life scientists;
medical, dental, veterinarian;
physical scientists;
social scientists;
statisticians, mathematicians;
writers, translators, interpreters.

For the General Service category, the document proposes the use of two "occupational groups" ("clerical and related workers" and "production and related workers, service workers, transport equipment operators and labourers") comprising 8 and 11 "families" respectively. The author of the document states that on this point the proposed classification is essentially based on the work of CCAQ which is referred to in the following paragraph. At its last meeting in July 1978, the ICSC decided to submit this document to CCAQ and to continue later its work on this subject.

(iii) A list of occupations in the General Service category only was proposed by CCAQ in document CCAQ/PER/R.52 of 9 June 1978. This list distinguishes four "groups":

and the CCAQ list of General Service occupations,

(1) occupations supporting the administrative or programme functions of the organization without need to have a specialized knowledge of any of them;

(2) occupations supporting the administrative or programme functions of the organization by use of a specialized knowledge in any of them;

(3) occupations supporting the work of the organization by maintaining the work area, by operating and maintaining equipment, or by providing housekeeping, catering and other related services;

show that efforts are being made, but that very serious differences still exist.

(4) occupations which support medical or laboratory work.

In all, the list comprises 29 occupations, which are broken down into 58 sub-occupations, and for each of which a precise definition is given.

The efforts which have thus been made to achieve a common classification of occupations are therefore beginning to converge, but the divergences which remain are still substantial. They relate in particular to the number, names and types of the occupations selected, but especially to the methods and criteria used . in grouping them.

In the final analysis, the differences observed may be accounted for mainly by the differences in the objectives pursued in compiling these lists of occupations and occupational groups.

These differences may be accounted for by differences in the objectives pursued and in the approach to this classification exercise

In the United Nations, the objectives have not been determined in a precise manner. The Secretary-General has indicated in document A/C.5/31/9 of 18 August 1976 that the classification of occupational groups is used (a) for recruitment purposes and (b) to plan the assignments of staff members already in service, but he gives no details concerning the methods or extent of use of the classification which, in practice, does not amount to very much.

In the case of ICSC, the whole of the first part of document ICSC/R/134 is devoted to explaining the objective of the exercise. The essential objective appears to be of a statistical nature 4/.

More generally, the objective is to establish a common language in this area. The author of the document nevertheless goes on to say: "More importantly, however, a common classification of occupational groups would also pave the way for the development within the common system of improved systems in other areas of personnel management such as job classification, career development, manpower planning and inter-organization exchange of personnel, common recruitment and training. Areas such as organization planning and programme budgeting might also be expected to profit from the existence of such a system".

The method selected for the grouping of occupations at the various levels defined by the author of the document does not, however, result from these various objectives. The author has based his work on the various dictionaries of occupations (in particular, the ILO "International standard classification of occupations"), but he does not seem to have taken as a starting-point a precise analysis of the various occupations which exist within the various organizations (as CCAQ has in fact done for the General Service category).

4/ The objective is to "eliminate the problems that are experienced by inter-organizational bodies and individual organizations alike when attempting to exchange information or compile statistics".

Lastly, the relations which may exist between the post-classification exercises and the occupational classification and grouping exercises do not for the moment appear to be very clear.

If the projects just described are to achieve a satisfactory result, it would seem that an attempt must be made to clarify the objectives pursued, the concepts used and the criteria adopted.

The concepts of "post", "occupation" and "occupational group" are different and must be defined

I.3 THE PREREQUISITES FOR CLARIFICATION OF THE PROBLEM

I.3.1 The concepts used

Efforts are in fact now being made within three different exercises relating to posts, occupations and occupational groups. Unfortunately, no agreement has so far been reached on a definition of these three concepts. However, on the basis of the use to which the concepts are generally put, it would seem that the following definitions might be proposed:

A post is a series of tasks and responsibilities entrusted to a staff member within an organization;

An occupation is a term common to a number of posts comprising identical or very similar functions;

An occupational group is a series of similar occupations which enable certain common rules to be used 5/.

The objectives of the exercises relating to these three concepts may in turn be defined in the following manner:

(a) The essential objectives of the post-classification exercises are:

to determine in an equitable and comparable manner a grade level for each post;

to work out a rational system for calculating the remuneration for each grade.

(b) the definition of occupations consists in determining those posts which comprise similar or identical functions, and consequently in defining a language common to all the organizations.

(c) the definition of "occupational groups" consists in grouping occupations in units which meet certain needs on the basis of the similarities which exist between the various occupations. According to the needs to be met, the grouping criteria may vary and consequently, when a particular type of grouping is proposed, the criteria used should be defined.

5/ This definition is of a preliminary nature: a more precise definition is proposed later in the chapter.

It would therefore seem that:

The objectives of the post-classification exercises have been correctly defined;

The objectives of the definition of occupations would be sufficiently clear if they were not confused with those of the occupational groups;

On the other hand, no agreement has yet been reached on the objectives of the various types of occupational groupings.

An effort must therefore be made to define precisely the objectives relating to the two concepts of "occupation" and "occupational group".

I.3.2 Attempted clarification of objectives

The objectives of the classification of occupations and the objectives of the establishment of occupational groups are different, but they may be incorporated within a single overall objective, namely, to determine the best possible, in other words the most effective and most economical, structure for a particular organization. These are two stages within the same re-organization exercise.

A. The objectives of the classification of occupations are to define the types of tasks (or jobs) that are necessary for the efficient functioning of an organization. The work entailed must therefore comprise two phases:

Firstly, the existing jobs must be analysed; a photograph or X-ray of the situation, as it were, must be taken in order to determine those categories of similar jobs which correspond to particular tasks. The list of occupations thus provides a list of "functions" which enable an organization to fulfil its mission. This presupposes that the starting-point is an examination of the existing jobs (and not sime theoretical conception of occupations, even if this conception is based on use of the best-known dictionaires on the subject). Thus the work which has been done by CCAQ concerning General Service staff and which has led to precise definitions of each occupation would appear to be going on the right lines, but identical work should be done also for the Professional category. It is essential that this work of definition of occupations should accompany the classification of posts, since the degree of responsibility carried by each post varies with the grades within a specific occupation. This work of analysis and classification can and must be done by specialists.

The objectives of the classification of occupations and those of the institition of occupational groups are different, but form part of the same overall goal: to determine the best possible structures within a given organization

A definition of the posts for which the functions are similar or identical results in a definition of the functions performed: they must be identified and then subjected to critical analysts

Secondly, the structure thus revealed must be subjected to critical analysis and the question must be asked whether it is the best possible, the most economical and the most effective. It may well be that existing posts represent ill-conceived combinations of functions. By means of the definition of occupations it should be possible to avoid and even rectify anomalies of this type.

This is certainly the case, for example, with certain messenger or usher posts in Geneva, where through the addition of imaginary responsibilities or qualifications, an attempt is made to justify gradings at excessively high levels (G.3, G.4 and G.5). Posts of this nature do not exist in New York, where messengers are graded at the G.1 level. The establishment of definitions of occupations should therefore lead to the elimination of occupations of this type and to their replacement by occupations more suited to actual needs.

However, decisions of this nature cannot be taken by specialists in the classification of posts or occupations. They are policy decisions to be taken at the highest level in the Secretariat, since any changes in an existing structure must be justified within a personnel policy or even an equipment policy. For example, through the purchase of modern machines it may be possible to eliminate certain types of occupations, or it may be decided that, in the case of certain occupations, no careers will be offered but use will be made only of short-term contracts. Decisions of this kind must also be related to in-service training options. The decisions therefore cannot be taken at the specialist level, but are the responsibility of officials at the highest level.

For this reason, in the United Nations, the occupation and post-classification systems, once established by the experts, should be examined by a committee comprising the heads of the principal departments and the chief of the Office of Personnel Services, in order that they may determine whether the existing structure should be maintained or modified.

In this respect, therefore, the current operations in the United Nations may be regarded as constituting no more than a preparatory phase.

The objectives of the definition of occupational groups can only be the rationalization of methods of recruitment and the planning of assignments

B. The objectives of the establishment of "occupational groups" can only be to promote the most effective management of existing personnel as a whole. What is needed in this case is structures that are homogeneous enough to permit rationalization of recruitment methods and the planning of assignments and promotions. For this purpose the structures must be of a reasonable number (some 20 at the most) and must comprise the dozens (or hundreds) of existing occupations. It was to these objectives that the Joint Inspection Unit was referring to in

in 1971 when it recommended the use of this concept 6/.

Unfortunately these objectives have not yet been achieved. It would seem, therefore, that the first requirement is a precise definition of what is meant by an "occupational group", to be established in the light of these objectives.

I.3.3 Definition of the concept of the occupational group which meets the essential objectives of effective personnel management

In defining "occupational groups" which meet these objectives, it is necessary to pay attention to two fundamental points:

the types of qualification that are needed to form part of a particular group for the purpose of establishing uniform conditions for entry and subsequently methods of recruitment for the group;

the possibility of transferring, within each group, from one occupation to another, - a procedure that will enable assignment, promotion and career possibilities to be defined.

If these two characteristics are regarded as essential, the definition arrived at might therefore be the following:

"an occupational group is a series of occupations which are sufficiently similar, in particular with regard to basic academic and professional qualifications, for possibilities of transfer or promotion between the posts making up the group to exist for the holders of the posts concerned".

An "occupational group" must be composed of occupations which are sufficiently similar as regards basic qualifications for transfers or promotions to be possible between them.

6/ Excerpt from the report JIU/REP/71/7 (Summary) of August 1972: "Any reorganization must start out by defining some basic concepts. There can be no modernization without raising the level of technical qualifications. Steps can be taken to raise this level only after an accurate inventory has been made of the functions to be performed - in fact, of the various professions of which the Professional category is composed" (p.6).

I.3.4 Criteria for the establishment of lists of occupational groups

Homogeneity and size should be the criteria governing selection of "occupational groups"

A definition as precise as that just proposed would, if accepted, constitute a useful tool for the establishment of lists of groups in each organization. Agreement on a definition should, however, be supplemented by agreement on a certain number of criteria to govern selection relating mainly to the size and degree of homogeneity it appears desirable to adopt for each group.

The crucial problem appears to be that of homogeneity. An example will show what is involved.

Homogeneity varies depending on the types of occupation to be grouped

If in a particular occupational group - "statisticians", for example - all the existing jobs call for more or less the same entrance qualifications and involve very similar functions, all the posts in the group can be regarded as a homogenous whole to which common standards and recruitment methods can be applied and in which the promotion and assignment of the occupants of the posts can be organized without difficulty. "Translators" and "interpreters" could be other examples of homogeneity;

If, on the contrary, one takes as an occupational group one·of the proposed "families" in the list·annexed to ICSC/R/134 - "Architects, Engineers (and Related Technicians), for example - obviously it will not be possible to replace, in one of the technical posts forming part of the "family", an electronics engineer by an architect or an aeronautical engineer, or vice versa. Such a group is not sufficiently homogenous to constitute an occupational group from the standpoint of the objectives that have been defined. The same would be true for the "Medical, Dental, Veterinarian (and Related Workers)" group or family, for obviously one specialist cannot be replaced by another.

The degree of homogeneity of such groups as "Jurists" and "Economists" lies between these extreme examples. If the aim is to be able to organize common recruitment methods for entry to a specific group and possible profiles for promotion, assignment and career prospects between the various posts in the group, the greatest possible degree of homogeneity must be obtained.

The size should be reasonable, so as to permit rational organization of recruitment and assignments

Another criterion to be adopted for appropriate group choice is group size. Generally speaking, it is desirable to form groups comprising the greatest possible number of posts within a single organization (or within the United Nations system in the case of groups that may be common to a certain number of organizations), so as to rationalize recruitment methods to the greatest extent possible and to afford the greatest possible choice in assignments and promotions. The criteria of homogeneity and size are naturally in conflict.

At the United Nations, for example, a single group of "jurists" could be formed consisting of, on the one hand, persons dealing with human rights and, on the other hand, assistants of the Organization's Legal Counsel. Obviously, however, these activities do not call for the same qualifications. For the sake of homogeneity, therefore, two separate groups would have to be established, but they might then be too small for the proper organization of promotions or assignments.

The two criteria conflict ...

The following will help in overcoming these difficulties:

Extremely precise definition of minimum entrance qualifications;

Facilitation of in-service training with a view to easing transfer from one branch to another within the same group 7/.

... but this conflict may be overcome by correct defini- tion of the entrance level and by in-service training

In the case of staff members in the General Service category, for example, application of these criteria and methods to the 29 occupations listed in the above-mentioned CCAQ list would result in:

Rejection as "occupational groups" of the four classification headings used by CCAQ itself, because these headings do not meet the criteria defined above;

Grouping of occupations which are sufficiently similar to permit transfer from one to the other (or, if preferred, to permit the establishment of inter-occupation career profiles) 8/.

Application of these criteria should make it possible to establish between 15 and 20 occupational groups – two or three of which would be very large – for staff members in the General Service category

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7/ In-service training can be used more easily at the General Service level. Only a few days' training is required to transfer from "mail clerk" to "filing clerk" or vice versa, or from "typist (general)" to "audio-typist" or "typist-electronic memory assisted" (these occupations are taken from the list drawn by CCAQ). Such closely related occupations can thus be easily classified in a single occupational group, particular if the entrance qualifications are sufficiently high.

8/ Through an exercise of this type the occupations for which in-service training would make transfer from one to another relatively easy, could be combined, for instance:

- 130 and 140: typist and stenographic occupations
- 240 and 250: library, documentation and editing support occupations
- 110 and 160: messenger, receptionist and guides occupations

These are only the most elementary groupings: definitive occupational groups could embody other occupations without great difficulty.

An exercise of this kind would probably result in the formation of a fairly limited number of occupational groups (between 15 and 20 perhaps). Some of these groups - typists and stenographers, secretaries and various groups for clerks - might be very large in terms of posts. Most of these groups would be very homogeneous, so that very precise requirements for recruitment and career could be laid down. The only occupational category that would present special difficulties in this regard is the one CCAQ has shown in its Group 3, which for the most part calls for knowledge of a specific trade: drivers, gardeners, plumbers, carpenters, catering servers, etc. Obviously all these occupations can be placed in a single group, but the regulations governing such a "group" could only be very general, since a certain period of vocational training is required for transfer from one trade to another.

Consideration of the degree if homogeneity should also govern the choice of groups in the Professional category

In the case of staff members in the Professional category, application of the same methods should result in extensive correction of the list at present adopted by the United Nations (the 10 headings referred to in paragraph I.2 (i) above), i.e.:

(i) Maintenance of groups which, from the standpoints of homogeneity and size seem, at first sight, to be satisfactory, for example, librarians (number of posts 97), and perhaps (subject to certain conditions yet to be defined), jurists (number of posts 107);

(ii) Determination, within existing headings where the degree of homogeneity is not satisfactory, of categories that can be reclassified without difficulty, for example:

"Accountants" and "computer specialists" must be separated from "general administrative"

Under the heading "General administrative" it is obvious, from reference to the list of occupations accepted at the United Nations, that it is quite possible to classify in a single group almost all the occupations which are at present separated in this category (administrative management, public administration; administration of technical co-operation, personnel, finance, conference and committee secretaries, etc.) with the exception of those calling for special basic knowledge, such as EDP and systems work or accounting and auditing work.

Such an arrangement would result in a very large number
of general administrative posts (1,000 posts in this category
and 97 and 64, respectively, for the other two groups).

Under the heading "Linguistic" it would be necessary to
separate interpreters and translators into two distinct
groups, since the posts of translators and interpreters are
not interchangeable (the number of posts would be 175 and
537 respectively).

Also separate translators and interpreters

With regard to the heading "Economic Affairs",
classification of these personnel into separate occupational
groups seems slightly more complicated. It would seem that,
because of the special qualifications required, the "statistics"
group could be made separate (the number of such posts is
176). A special solution should be found for the problem
fo econometricians. It would seem possible to place all the
other Economic Affairs occupations and a fair number of the
Social Affairs occupations in the same occupational group if
the basic recruitment policy is to require high entrance
qualifications covering several sectors and if in-service
training systems are developed. The number of posts for a
group of this type would be between 500 and 600.

Separate statisticians from economists

The method which the Secretary-General appears to
have chosen - according to circular ST/SGB/166 - is to
establish a career development committee for each occupational
group. If these committees are given precise instructions,
this should make it possible to solve the problem of dividing
the whole Professional category into occupational groups
meeting the above-mentioned objectives. At first sight,
it would seem that by applying these criteria the United
Nations would have a total of between 15 and 20 groups
for Professional category posts only, excluding experts.

This should result in a Professional category of between 15 and 20 occupational groups

I.3.5 Possible types of regulations for the different groups thus established

It is through the establishment of regulations specific
to each occupational group that the above-mentioned objectives
of good personnel management might eventually be achieved.
These regulations would need to define, basically,

The regulations that may be adopted for each group will depend on its degree of homogeneity

The entrance requirements for each group 9/;

The requirements for transfer or promotion from one post to another, within each group.

A few examples of what could perhaps be done in this field are given below. It would seem that the type of regulations might vary somewhat according to the degree of homogeneity that could be achieved for each group.

Thus:

In the case of the most homogeneous groups, the entry and promotion requirements must be very precisely defined

(i) In the case of the most homogeneous groups, the type of regulation might include:

A very precise definition of the group's entry requirements, i.e. either a list of the various national diplomas required for admission to the lowest level (grades P.1/P.2) or, preferably, the introduction of a competitive exam for entrance to these grades (as is at present the case for translators, for example).

Definition of requirements for recruitment to grades above P.2, in particular, types and duration of professional experience needed, and requirements for promotion within the group.

In the case of a medium degree of homogeneity, in-service training must be organized

(ii) In the case of groups with a medium degree of homogeneity, it would be essential to add to the above-mentioned points a specification of the types of training required in order to transfer from one speciality to another within the group. Training systems to meet these needs would have to be established either within or outside the organization (possibly under contract with universities).

9/ Which would also make it possible to establish requirements for possible transfer from one occupational group to another. It might be considered that, as a general rule, transfer from one group to another calls for the same qualifications as entrance to a group. Certain exceptions might be allowed, however, in the case of transfer from a highly specialized group to a group for which the qualifications required are more general. For example, although an "Administrator-generalist" can be admitted to the "statistician" group only by satisfying the latter group's entrance requirements, the requirements for entry of a "statistician" into the "Administrator-generalist" group might be less stringent than the requirements for entry into that group from outside (requirements which would, of course, have to be determined for each group).

(iii) In the case of non-homogeneous groups 10/, if classification categories covering a number of different specialties are to be considered as such, the regulation could cover only the requirements for entrance to each speciality. It is not possible to organize career lines between different specialities. In these conditions it might be preferable for such categories simply to resort only to recruitments for a limited duration and not to offer any career possibilities.

In the case of non-homogeneous groups it is better to avoid recruitment on a long-term basis

I.4 GUIDELINES WHICH THE GENERAL ASSEMBLY MIGHT CONSIDER

If the whole exercise of post classification, definition of occupations and regulations of occupational groups is to lead to comprehensive and satisfactory reform, in the United Nations at least, considerable work remains to be done.

The General Assembly might consider providing guidance on:

This work would certainly be facilitated if the General Assembly could provide some guidance and specific instructions on the matter. Such guidance and instructions might cover the following points:

I.4.1 Nature of the regulations to be established

The regulations should deal with the following matters:

(a) Definition of basic concepts

- Regulations to be established with a view to definition of basic concepts, criteria governing choice, types of measures relating to each group, links between definitions of occupations and post-classification

The Staff Rules might endorse the concept of the "occupation" viewed as a "term common to a number of posts comprising identical or very similar duties" and the concept of the "occupational group" viewed as a series of occupations which are sufficiently similar, in particular with regard to basic academic and professional qualifications, for possibilities of transfer or promotion between the posts making up the group to exist for the holders of the posts concerned".

(b) Criteria to govern the selection of the various occupational groups, including the need for a certain degree of homogeneity and an adequate size;

(c) The nature of the measures to be defined with a view to establishing, for each occupational group, a sufficiently high level of basic qualifications and requirements for passage from one post to another, within the group, upon transfer or promotion;

10/ For example, gardeners, plumbers, drivers, catering servers, etc. in the case of the the General Service category and various types of engineers in the case of the Professional category, etc.

(d) The links that should exist between the definition of an occupation and the classification of posts providing that:

All post descriptions should include an indication of the occupation and of the occupational group to which they belong;

The qualifications required in each post description should accurately reflect the regulations adopted for the particular occupational group concerned;

The grades assigned to the different posts should reflect the regulations governing promotions and the recruitment requirements for each occupational group.

I.4.2 List and time-table of work remaining to be done

The Secretary-General might be requested to submit to the General Assembly as its thirty-fourth session:

- and on the time-table of work remaining to be done (regulations, list of groups, comprehensive post classification and financial implications).

(a) Draft Staff Rules, together with implementation circulars, on the points listed in paragraph (a) above;

(b) A complete draft list of occupations and occupational groups for the whole staff of the United Nations (General Service and Professional categories at New York, Geneva, Vienna and in the regional economic commissions);

(c) A complete set of post classifications for the staff as a whole, prepared or corrected, in accordance with the criteria and methods set forth in the above-mentioned regulations and accompanied by specific proposals for the re-classification and downgrading of posts and a statement of the financial implications of this exercise;

(It should be noted that the financial consequences of such an exercise will be very considerable, particularly with respect to staff members in the General Service category at Geneva, where the proportion of posts that are improperly classified at too high a level is known to be very large.)

(d) Lastly, a report on possible special types of regulation for the different occupational groups adopted.

/ Chapter II /

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COMPETITIVE EXAMINATION FOR THE PASSAGE OF GENERAL
SERVICE STAFF MEMBERS TO THE PROFESSIONAL CATEGORY
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II.1 IMPORTANCE OF THE QUESTION

In various reports 11/, the Joint Inspection Unit has already criticized the existing practice of admitting General Service staff members to the Professional category, usually towards the end of their career. This practice has some very serious shortcomings:

It merely serves to correct unsatisfactory career patterns, and is instrumental in increasing the average age of staff in the Professional category.

It results in the recruitment of staff members who do not on the whole possess a sufficiently high academic level or level of theoretical training, and it consequently limits the recruitment of young Professional staff possessing suitable qualifications.

It creates an obstacle to the application of the principle of geographical distribution since it results in the recruitment, at the P.1 to P.2 level, of large numbers of staff from over-represented countries;

It is only a mild palliative for the problem of the structural imbalance of the General Service category in which, at the larger duty stations, there is a marked concentration of staff in the two highest grades and consequently a general lack of career prospects.

In its 1971 report, the Joint Inspection Unit proposed, as part of a general restructuring of the General Service category, that recruitment from the General Service category to the Professional category should be discontinued. The discontinuance of this practice was, of course, to be accompanied by the institutionalization of competitive examinations that would have been open to General Service staff who had reached the required university level. In response to this proposal, and to a similar recommendation by AMS, 12/ and

The existing practice is contrary to the principle of equitable geographical distribution; it results in the recruitment of staff members of questionable standard.

The reforms to the system approved by the General Assembly and proposed by the Secretary-General have not yet been introduced.

11/ See our two reports on personnel problems, JIU/REP/71/7 (paragraphs 425 to 426 and Recommendation 14) and JIU/REP/76/8 (paragraphs 23 and 33A. (g)), and the report on General Service staff (JIU/REP/77/4 (paragraphs 79-82 and Recommendation 10).

12/ Document A/C.5/1601/Add. 1, Recommendation 28.

after consideration by ACABQ 13/, the Secretary-General, in his report to the General Assembly on the implementation of the reforms approved by the General Assembly in 1974 14/, proposed a simplified procedure which did not entirely remedy the shortcomings referred to above, but was nevertheless a step in the right direction. The intention was to institute a system of internal competitive selection for General Service staff possessing higher educational qualifications and meeting certain conditions. In the 1976 report of the Joint Inspection Unit 15/, the following comments were made on this proposal:

"This project which would make it possible both to extend the method of competitive selection and to organize <u>a rational system for passage</u> from the General Service to the Professional category, should be given every encouragement and should be capable of being initiated on a small scale in 1977 ...."

However, it was noted that:

"... the adoption of this system of competitive selection would not put an end to the existing faulty practice of promotion as a reward for long service. The General Assembly might consider the possibility of halting this practice by deciding that promotions as a reward for long service would be reduced in number as from next year and would be completely abolished within three years ....."

This period would give the Secretariat time to work out a final restructuring of the General Service category so that the career patterns offered to all the staff in that category would be truly satisfactory.

II.2 RECENT WORSENING OF THE SITUATION

Unfortunately, the situation has developed in a direction exactly contrary to these recommendations.

The figures for the years 1971 to 1975 were as follows 16/

The situation has, in fact, worsened · recently: 50% of junior Professional staff were recruited by these methods in 1976/1977, which is an abnormal situation

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13/ Document A/9841, paragraph 20.

14/ Document A/C.5/31/9.

15/ JIU/REP/76/8. Report of the Joint Inspection Unit on the implementation of the personnel policy reforms approved by the General Assembly in 1974, paragraph 23.

16/ See document A/C.5/31/9, paragraph 15.

	Number			Average age		Number under 30	
Year	Female	Male	Total	Female	Male	Female	Male
1971	20	22	42	44.70	39.77	-	-
1972	18	15	33	43.11	42.33	-	-
1973	15	18	33	45.46	42.44	-	3
1974	17	13	30	41.70	39.07	1	2
1975	19	24	43	42.42	42.33	2	2

As may be seen, the number of promotions from G to P was between 30 and 44 each year (an average of 36), and the average age of the staff members concerned was usually over 40.

The figures have increased considerably in the past two years. In 1975-1976 17/ there were 52 promotions to P.1/ P.2 (representing 36 per cent of total appointments to P.1/P.2), and in 1976-1977 there were 53 promotions to P.1/P.2 (representing 50 per cent of total appointments to P.1/P.2). This situation would appear to be in complete contradiction with the spirit of reforms approved by the General Assembly in 1974 18/. It is obviously altogether abnormal for an organization such as the United Nations to recruit half of its junior Professional staff from the General Service category, thus preventing the normal recruitment of qualified young Professional staff in the categories recommended by the General Assembly (under-represented countries, women, etc.).

In addition, a more detailed analysis of the figures in document (A/C.5/32/CRP.1 reveals the following facts:

(a) With regard to the nationality and geographical distribution of the persons concerned, 51 out of the 53 staff members promoted to the Professional category were from over-represented or normally represented countries, and only 2 from under-represented countries.

51 of the 53 staff members so recruited are from over-represented or well-represented countries

(b) With regard to age, the average age of the persons promoted was still 42.4 years (42.6 for women and 41.7 for men), which is very high.

The average age is very high

17/ The figures are for the period 1 July to 30 June of the following year.

18/ Detailed information for the years 1976-1977 appears in document A/C.5/32/CRP.1

50% of women recruits are over 50 years of age

(c) With regard to distribution by <u>sex</u>, 36 out of the 53 staff members promoted (**i.e.** 68 per cent) were women. However, this high percentage is not in itself an encouraging fact from the point of view of restoring the balance in the Professional category, since it only inflates the percentage of women in the final stages of their career occupying P.1/P.2 posts. This is particularly evident in the case of promotions of women from G.5 to P.2, for which the average age is 46.8 years, with 50 per cent of the persons concerned being between 50 and 59.

The staff members concerned are persons promoted within their own departments

(d) It is noteworthy also that nearly all the General Service staff members promoted have in fact been promoted within their own departments. The only exceptions are three staff members who were appointed to linguistic posts for which a competitive selection procedure is required and has existed for many years. This seems to indicate that the promotions were made on the basis of considerations relating to the internal management of the departments concerned and that all candidatures of staff members from other departments - including staff members with higher qualifications than those who were promoted - were <u>a priori</u> excluded.

54% have not attended a <u>university or have not obtained a bachelor's degree</u>

(e) The only relatively positive change in the situation, by comparison with the earlier figures, is in the level of education of the persons concerned, which is, nevertheless still very low when one considers the standards normally required for Professional staff. Of the 53 staff members concerned, 29 (cr 54 per cent) had either not attended a university at all or had attended a university but not obtained a bachelor's degree (<u>licence</u>).

II.3 POSSIBLE SOLUTION TO THE PROBLEM

As matters stand, there is no legislative text (General Assembly resolution, Staff Regulations, etc.) containing detailed provisions on promotion to the Professional category. There have, of course, been a number of competitive examinations, organized on an informal basis, and restricted to General Service staff members within a particular department, for admissions to the Professional category. For instance, an examination of this kins has been held within the Office of Personnel Services at Headquarters, limited to staff of the recruitment services.

In his 1976 report on the implementation of the reforms proposed in our report of 1971, the Secretary-General mentions the possibility of holding competitive examinations from time to time for General Service staff members wishing to join the Professional category, examinations which would be similar to those already held for language posts <u>19</u>/

<u>19</u>/ Document A/C.5/31/9, paragraph 15.

According to this document, the level of these examinations would be the same as for outside recruitment. The Secretary-General's annual report for 1976 on the composition of the Secretariat also mentions that the possibility of holding competititve examinations for the passage of General Service staff members to the Professional category is being studied 20/.

These declarations of intent made in 1976 21/ are supplemented in the Secretary-General's 1978 report by a reaffirmation of the decision to arrange competitive examinations of this kind of Headquarters, Geneva and Vienna and by an indication that the first such examination should be held in early 1979. A proposal 22/ for the organization of annual competitive examinations for transfer to the Professional category has been submitted to the Joint Advisory Committee by the representatives of the Secretary-General, but the Staff Council representatives to JAC appear to have rejected the proposal, mainly because of the unduly strict conditions for examination entry.

A proposal for the organization of annual competitive examinations has been prepared by the Secretary-General

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20/ Document A/31/154 of 19 August 1976, paragraph 25.

21/ To which should be added the following statement made in paragraph 8(d) of Bulletin ST/SGB/154 of 8 March 1977 concerning the equality of men and women in the Secretariat:

"The use of competitive examinations will be expanded in order to determine objectively the qualifications for advancement into the Professional category of female and male staff members in other categories."

It is interesting to note that what is envisaged here is not the holding of competitive examinations on the basis of the number of posts actually available or set aside for persons moving from the General Service to the Professional category; but, rather, an academic exercise aimed at determining the number of staff members with "qualifications for advancement" to the higher category.

22/ Cf. document JAC/293 of 12 April 1978.

The proposal submitted to JAC took the form of a
Secretary-General's Bulletin; it envisages
the organization of competitive examinations at three duty
stations - New York, Geneva and Vienna - and not on a
system-wide basis. It is proposed that participation in the
examinations should be limited to staff members who are under
35 years of age, have served a minimum of five years'
in the Secretariat, are at one of the two highest levels in
the General Service category, possess a university degree and
are proficient in two official languages.

The examination would consist of a written test and an
oral examination. A certain number of posts among the vacancies
at P.1 and P.2 grades would be set aside each year for promotion
through internal examinations.

On the whole, we consider this proposal to be reasonable,
provided that:

*The General
Assembly could
envisage to
request the
implementation
of this
proposal*

The examinations may gradually be extended to the whole
of the system, so as to avoid any inequality between the differ-
ent duty stations;

The number of posts set aside each year should be strictly
limited, for instance, to 20 or 25 per cent of the total
number of appointments to grades P.1/P.2 during the previous
year 23/

The age limit should be raised to 40 or 45 years.

It would seem to be desirable for the General Assembly to
request the Secretary-General to recast the proposal submitted
to JAC, taking into account the comments made in the preceding
paragraph.

23/ Paragraph 3 of the text of the Secretary-General's
proposal seems to imply that the promotion to Professional
posts of staff members in the General Service category would
be the normal method of recruitment to those posts, since only
the "remaining posts" could be offered to external candidates.
Such an approach, if approved, could be extremely dangerous
for the future of the Organization.

/ Chapter III /

/ USE OF THE CANDIDATES ROSTER /

III.1   MEASURES ALREADY TAKEN

The evolution of the candidates roster as described in the report of the Secretary-General submitted to the General Assembly in 1976 24/ on the implementation of the recommendations of the Joint Inspection Unit and AMS, and also in the new report which the Secretary-General has just submitted on the same subject 25/ shows that an important stage of development has now been reached and that the recommendations made on this subject since 1971 26/ and the relevant resolutions and decisions of the General Assembly 27/ have largely been taken into account.

A great deal has been done since 1971. The present (May 1978) figures for the number of candidates on the roster are as follows:

The candidates roster has reached an important stage of development

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24/   Document A/C.5/31/9, 18 August 1976, paragraph 9.

25/   Document A/C.5/33/2

26/   The Joint Inspection Unit's first recommendations on the establishment of a candidates roster appear in paragraphs 193 to 198 (and Recommendation 4) of document JIU/REP/71/7; the initial operation of the roster is mentioned and criticized in paragraphs 17 and 18 of the report JIU/REP/76/8; recommendations applying to the whole of the United Nations system appear in paragraph 20 (and Recommendation 6) of the note JIU/NOTE/77/1. See also the recommendations on rosters for General Service staff in paragraph 34 (and Recommendation 5) of report JIU/REP/77/4. The AMS recommendations on the consolidation and use of the roster are contains in document A/C.5/1601/Add. 1 (Recommendations 15 and 16). With regard to reports by the Secretary-General on the subject, it was stated in document A/8897 (1972), paragraph 12, that the roster was in process of being compiled: a reference to the computerization of the roster was made in document A/C.5/1601 (1974), paragraphs 19 and 20, and details of its use were given in document A/C.5/31/9 (1976). ACABQ (in document A/9841) recommended that the roster should be more widely used and that it should be linked with the rosters of other agencies.

27/   In particular, the decision of 18 December 1974 (XXIX) on item 81 and resolution 32/17 B, paragraph 3 of which mentions the use of the roster.

Total: 6,602, of which 6,019 are men and 583 women 28/.

These figures include candidates for posts in the Secretariat and candidates for posts as experts in the field.

Candidatures remain on the roster for two years, at the end of which the computer automatically indicates that the person concerned must be contacted to discover whether he or she is still active. The computer provides monthly information on the contents of the roster.

The roster contains three basic lists: by nationality, by occupational group 29/ and in alphabetical order. But the computer can also produce special lists of:

Women candidatures, by nationality and by occupational group;

Candidatures from under-represented or non-represented countries, by nationality and by occupational group.

In the lists, including those which can be compiled for each occupational group (53 in all), all candidatures are arranged in five level-of-experience categories (associate expert, junior, middle, middle senior and senior) and a number of details are provided on each candidate: age, sex, languages, previous professional experience and availability (for example: available immediately but only for short-term contracts).

However, the roster does not contain a sufficient number of candidates from under-represented or non-represented countries

However, a more detailed study of the situation shows that:

(a) the contents of the roster do not meet actual requirements for the recruitment of Professional staff, and particularly not the requirements concerning recruitment from non-represented or under-represented countries, recruitment of women, young people, etc.

With regard to nationality, for example, there are inordinate numbers of candidatures from two groups of countries - the major contributors to the United Nations budget and the over-represented countries (six countries account for nearly half the candidatures): United States of America 1,132; Canada 251; United Kingdom 670; France 347; Federal Republic of Germany 236; and India 614 - making a total of 3,250). On the other hand, there are countries and whole regions with scarcely any names on the roster (in Africa, for example, there are 10 countries which have no candidate on the roster, and another 10 countries which have only one or two).

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28/ In July 1978, the figures were as follows: Total: 7,750, of which 6,992 are men and 758 women.

29/ These are the "occupational groups" as defined in document PDU/77, or rather an arrangement of Professional posts by "occupation". (See in this connexion Chapter I of this report on Occupational Groups and Classification of Posts).

With regard to <u>women candidates</u>, who now constitute only 8.8 per cent of the total, there should be many more women's names on the roster (especially from Eastern Europe and Africa); in view of existing recruitment requirements it would be desirable for at least 30 per cent of the candidates from less represented countries to be women;

With regard to young people, it also seems that a global effort could be made (the "associate expert" and "junior" categories together represent only 10.2 per cent of total candidatures, whereas the two categories "middle senior" and "senior" account for 62.4 per cent of the total <u>30</u>/.

Lastly it is clear from the distribution of candidatures between the 53 "occupational groups" <u>31</u>/ that the number in each group is not always proportional to the Organization's recruitment needs: the groups with the largest numbers are HSPPIM (576), ENGCIV (550) and HSSINS (490), whereas the groups containing candidates for administative "generalist" posts are smaller: ADMMGT (482), ACCAUD (215), PERSNL (140), POLIT (99), etc. It would seem, therefore, that the roster is geared more for the recruitment of experts, since there appear to be more candidates in the expert occupational groups, than it is for the recruitment of members of the Secretariat <u>32</u>/.

<u>30</u>/ In this connexion, it should be noted that in most of the occupational groups the "senior" category contains a large number of candidates who are over 60 (and even some who are 72 or 73). For example, in the ACCAUD (accounting and auditing) group, 15 out of 33 "senior" candidates are 60 or more; in the LEGAL group, 16 out of 41 candidates are over 60, and two of them are over 70.

<u>31</u>/ The list of "occupational groups" used for the roster is not the same as that which appears in annex III to PDU/77 (undated) entitled "Checking Personnel Records". Certain occupations appear in one list but not in the other. For example, the PDU/77 list contains basic occupations such as COMSEC (conference or committee secretariat), LIASN (representation, liaison work), or INFWRT (writing, research and eduting) which do not appear in the roster (because there are no candidates in these fields?), and, conversely, certain occupational groups in the roster which contain a large number of candidates (HSBUMA: "human settlements: building materials and technology), and HSPPIM, HSSINS (for which we have not been able to obtain the definitions) do not appear in annex III to PDU/77.

<u>32</u>/ In this connexion, it would seem to be desirable to indicate, in the case of each candidate, whether he is a candidate for a Secretariat post or an expert or for both categories.

The use of the
roster is not
rational

(b) The <u>use</u> of the roster does not seem to be rational.
A glance at the number of appointments made from the roster to
posts in the Secretariat shows that, compared with the total
number of appointments, the proportion is still not very
high 33/.

Year	Total number of appointments	Appointments from the roster 34/	Percentage
1974	260	18	6.92
1975	313	60	19.17
1976	273	43	15.75
1977	182	36	19.78

In fact, existing methods of recruitment are not
conducive to the rational use of the roster:

Its use is
limited by
existing
practices

Firstly, because divisions having a post to fill usually
conduct their own prospecting for candidates and do not
necessarily communicate their files to the roster section,
or are subject to pressures from various internal or
external sources;

Secondly, because consultations of the roster by recruit-
ment officers are rare and often purely formal, since there
is no provision making consultation of the roster compulsory
and no machinery for verifying whether it has genuinely
been undertaken;

Lastly, consultation of the roster is not very easy for
practical reasons. The roster exists in two forms: printed
listings produced by the computer which are voluminous and
difficult to consult, and microfiches which reproduce these
lists in their entirety but require a special viewer which
is difficult to transport and does not seem to be very practical
to use. Above all, with the existing system, it is impossible
to extract from the roster <u>ad hoc</u> lists of all the possible
candidates for a particular post.

33/ The figures also include candidates who were placed
on the roster at the time when they were first considered
for a specific post.

34/ The Secretary-General's report A/C.5/33/2, contains
no figures concerning recruitment from the roster.

III.2 <u>MEASURES NEEDED TO IMPROVE THE OPERATION OF THE ROSTER</u>

The General Assembly might consider offering some guidelines on the following points:

(a) <u>The content of the roster must be improved, preferably by including in it candidatures in the special fields and with the qualifications required, and complying with the conditions of geographical distribution, age and sex, as recommended by the General Assembly.</u>   To this end, "reconnaissance missions" should be organized for the purpose of identifying candidates in the regions and categories which are particularly under-represented in the roster. Also, with the agreement of the Governments concerned, greater use should be made of traditional means of publicity (advertisements in the Press, circular letters to universities, contacts with national and international associations, non-governmental organizations, etc.), making it clear that candidates are being sought for the roster and not for particular. posts.

Specific measures must be taken (reconnaissance missions, publicity, etc.) to provide the roster with candidatures that satisfy the conditions recommended by the General Assembly (under-represented countries, women, young people)

(b) The <u>technical operation</u> of the roster should be improved:

In particular, by making the necessary arrangements to ensure that, on consulting the roster, it is possible to obtain a printed list of all the possible candidates for a particular post;

A feasibility study should be undertaken to ascertain the exact cost and benefits of a technical modernization of this kind, which might include the use of terminals and print-out ·possibilities.

The technical operation of the roster should be improved

(c) Use of the roster should be made compulsory. It seems that the existing practice is to submit to the Appointment and Promotion Board the candidature selected by agreement between the Personnel Division and the substantive department concerned, together with a list of all the candidates considered for the post. Reasons are given for the rejection of each of the candidates not selected.

Use of the roster should be made compulsory

The measure comprising <u>compulsory use</u> of the roster should take the following form: the list of candidates considered, which is communicated to the Appointment and Promotion Board, <u>should include all the candidates indicated by the roster</u> as having the qualifications necessary for the post, and in the case of each one of them the reasons why he or she had not been selected should be explained.

*The General
Assembly should be
able to conduct a
regular review
of the operation
of the roster*

(d) Statistics submitted annually to the General
Assembly should indicate <u>inter alia</u> the number and
percentage of candidates from under-represented or
non-represented countries, the number of women candidates
in these categories, the breakdown of candidates by
occupational group and by age compared with the number of
persons actually recruited, and the number and percentage
of candidates recruited from the roster in relation to
the total number of recruitments.

/ Chapter IV /

ROTATION OF PROFESSIONAL STAFF MEMBERS BETWEEN
DIFFERENT DUTY STATIONS

IV.1 THE CONCEPT OF MOBILITY OR ROTATION

Staff regulation 1.2 states that:

"Staff members are subject to the authority of the Secretary-General and to assignment by him to any of the activities or offices of the United Nations"35/.

This text implies that United Nations staff members are required to change duty stations whenever the Secretary-General requests them to do so.

This mobility between the various duty stations is obviously important for the Organization itself; and it should, one would think, also be to the liking of the staff members themselves and in line with their own inclinations, provided that it is to some extent planned. Hence, though employment as an international civil servant does not imply a degree of mobility as great as that of members of a national diplomatic service, it does include the idea of possible and desirable rotation between duty stations. It may be stated, moreover, that this requirement is in general taken into account in the terms of remuneration of international civil servants.

Employment as an international civil servant includes the idea of possible and desirable rotation between duty stations

In addition to the above-mentioned staff regulation, which states the principle, various resolutions of the General Assembly have also referred to the desirability of rotation. In this connexion, mention may be made of two resolutions of 1958 and 1959 (1294 (XIII) and 1436 (XIV)) on the geographical distribution of the staff of the Secretariat, both of which state that:

"More interchange of personnel between Headquarters and the field offices of the United Nations should be carried out whenever possible".

The concept of mobility was also referred to in resolution 3024 (XXVII) of 1972 on the recruitment of young staff members.

35/ The English text of this regulation seems more exact than the French text, since the reference is indeed to assignment to offices.

*The General
Assembly and the
Secretary-General
have reiterated
the concept of
mobility*

The Secretary-General, for his **part**, recently considered it advisable in a circular 36/ entitled "Transfer and assignment", to remind all staff members of the Organization of the provisions of staff regulation 1.2. This Bulletin notes that "experience gained serving in several offices" (which the Organization has established in many of the Member States) "is beneficial to the effective and co-ordinated functioning of the Organization and should be advantageous to the careers of those who serve". This is clearly a call to order, probably in view of recent cases in which staff members have refused, individually or collectively, to comply with a transfer decision; but it is encouraging to note that the Secretary-General thought it appropriate to mention the link which should exist between rotation and the careers of the staff members concerned 37/.

Lastly, an even more recent Secretary-General's bulletin 38/ entitled "Establishment of a career development system" states that the Career Development Committees, whose establishment it announces, will have the functions of advising on:

Regular review of the staff in the group with regard to the training and reassignment that would be most conducive to the development of the career of each member of the group in the interests of the Organization and of the staff concerned;

Anticipated staffing needs by levels, skills, specializations, duty stations, languages, nationality and other factors;

The frequency of movement of staff between posts in the group and between different duty stations that would be appropriate for members of the group.

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36/ Bulletin ST/SGB/165 of 24 April 1978.

37/ The text of the Bulletin uses the expression "career-related rotation".

38/ Bulletin ST/SGB/166 of 18 May 1978.

This Bulletin refers to the recommendations made by the Joint Inspection Unit (in 1971) on the development of the career of staff members who, regardless of the nature of their contracts (permanent or fixed term), are to spend a considerable number of years in the Organization.

For these staff members, a method of planning successive assignments in the course of careers was set out in detail in the 1971 report of the Joint Inspection Unit 39/. The measures advocated were based on the idea of a "standard individual career plan" comprising mutual commitments of a contractual type between the Organization and each Professional staff member for a period of six years. The above-mentioned Bulletin represents a cautious beginning of the application of measures that were advocated more than seven years ago. It seems that, if the method set out in the Bulletin is followed, many more years will be needed to devise an effective assignment system, since the Career Development Committees provided for in this Bulletin are to start work only on an experimental basis (and one Committee only, for Professional staff members in the information services, is envisaged for the immediate future) 40/. In such an important area, swifter action is needed in the interests both of the Organization and of the staff.

However, the methods now envisaged will take several years to achieve results

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39/ JIU/REP/71/7, paragraphs 269-285 and Recommendation 9. See also paragraphs 26-28 of report JIU/REP/76/8.

40/ In this connection, reference may be made to an earlier experiment. In response to recommendations by the Joint Inspection Unit (cf. document A/C.5/31/9 of 18 August 1976, paragraph 16), the Secretariat took the initiative in setting up a scheme for the rotation of economists between Headquarters and the regional commissions for assignments of two years. Although this arrangement was agreed to by all the interested parties, the results have been disappointing; to date, there has only been one exchange of economists.

IV.2 PRESENT SITUATION AS REGARDS THE ROTATION OF PROFESSIONAL STAFF

Statistics show that some degree of mobility exists ...

The statistics available, although incomplete (they cover only about two thirds of the staff members in the Professional category), show that mobility between duty stations is low.

On the 2,292 staff members having at least five years' service with the United Nations whose record of service could be checked by computer:

1,406, or 61.34 per cent, have never changed duty station;

385, or 16.80 per cent, have served in two duty stations;

501, or 21.86 per cent, have served in more than two duty stations.

The figures may be broken down as follows:

Different duty stations	Years of Service													
	5-9		10-14		15-19		20-24		25-29		30+		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1	593	74.5	323	61.9	180	55.4	106	52.2	106	46.7	98	44.7	1,406	61.34
2	140	17.6	107	20.5	54	16.6	24	11.8	33	14.5	27	12.3	385	16.80
3	42	5.3	49	9.4	40	12.3	31	15.2	33	14.5	30	13.7	225	9.81
4	11	1.4	21	4.0	23	7.1	15	7.4	8	3.5	18	8.2	96	4.20
5	8	1.0	10	1.9	13	4.0	15	7.4	13	5.7	17	7.8	76	3.31
6+	2	0.2	16	3.1	15	4.6	12	5.9	34	15.0	29	13.2	104	4.53
	796	100.0	522	100.0	325	100.0	203	100.0	227	100.0	219	100.0	2,292	100.0

... but that it is still far from adequate

Although the above table gives no indication of the length of the period of service in the different duty stations, it is likely that the figures are somewhat "inflated" by short-term assignments. Some degree of "natural" mobility exists within the United Nations, but it is still far from adequate.

IV.3 MEASURES ADVOCATED

The foregoing account would seem to indicate that where initiatives have been taken to encourage the rotation or mobility of staff members between different duty stations (Headquarters, information centres, regional commissions, UNDP offices, posts as experts in the field), these initiatives have not been seriously followed up, mainly for the following reasons:

Reluctance on the part of most Headquarters staff members to apply for or to accept assignments in the field, either for personal reasons or because a change of duty station is regarded as likely to have an adverse effect on their careers, or to be the cause of inordinate expenses;

Inadequacy, or hesitant application, of the regulations concerning assignments away from Headquarters and of measures to encourage such assignments;

Fears that the functioning of the Organization may be upset by the rotation of large numbers of staff members;

Absence of a career development plan which would guarantee the staff member a suitable post at Headquarters on his return from an assignment elsewhere.

In order to introduce an element of mobility into the career of Professional staff members who intend to spend a considerable part of their professional lives in the service of the United Nations, we believe that a link should be established between the idea of mobility and the idea of promotion. This link could be established by a simple regulation which would be inserted in the Staff Rules. The General Assembly might consider the possibility of recommending such a measure, whose application should be gradual, by means of a resolution. The provisions that might be envisaged could be as follows:

(a) No staff member in the Professional category who has served the Organization for at least eight years may be promoted to the next higher grade unless he has been assigned for a period of at least three years to a duty station 41/, other than that in which he is now serving (or a period of two years in the case of an assignment in a developing country).

There are numerous obstacles to reasonable mobility

The only practical way of overcoming these obstacles is to establish a link between mobility and promotion

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41/ Including another agency in the system, or as an expert in the field.

The practical measures that might be envisaged (promotions to higher grades linked to a 3-year period of service in another duty station for staff members with at least 8 years' service)

(b) No staff member who has served the Organization for at least fifteen years may be promoted to the next higher grade unless he has spent two periods of at least three years each (two years in the case of developing countries) in a duty station other than that in which he is now serving 42/.

(c) Exceptions would be authorized by the Secretary-General, after consideration by a joint committeee, only for health reasons or if it is clearly impossible to find, in another duty station, a post corresponding to the occupational group of the person concerned.

(d) This provision would not be mandatory in the case of P.1 to P.3 staff members who are more than 50 years of age.

(e) In all offers of employment to staff members newly-appointed to the organizations, attention should be drawn to this provision and also to staff regulation 1.2.

Paragraph (a) of this set of provisions could be implemented in accordance with the following timetable (given by way of example):

should be implemented according to a progressive plan

From 1 January 1979 to 31 December 1980: the rule would be applicable only to staff members who have spent more than 15 years at the same duty station;

From 1 January 1981 to 31 December 1982: to staff members who have spent more than 13 years at the same duty station;

From 1 January 1983 to 31 December 1984: to staff members who have spent more than 11 years at the same duty station;

From 1 January 1985: complete and final entry into force.

The implementation of paragraph (b) could be considered on the basis of a timetable to be established.

42/ We regard this second provision as desirable; but it could be separated from the provision in paragraph (a) and possibly implemented later.

/ Chapter V /

DEVELOPMENT OF COMPETITIVE SELECTION MEASURES
FOR YOUNG PROFESSIONAL STAFF

V.1 LEGISLATIVE AUTHORITY

The arguments in favour of recruiting young Professional
staff members for the United Nations by competitive selection
methods are well-known and have been adequately explained in
various reports of the Joint Inspection Unit 43/, so that it
is unnecessary to dwell upon them here. On the other hand, it
may be useful to mention the legislative context in which the
general application of competitive selection methods should be
considered.

The principle established by Article 101 (3) of the
Charter of the United Nations, to the effect that:

> "The paramount consideration in the employment of the
> staff and in the determination of the conditions of
> service shall be the necessity of securing the highest
> standards of efficiency, competence and integrity".

*The Charter and the
Staff Regulations
establish the
principle of
competitive
selection*

implies the idea of a very thorough search at the time when
staff are recruited, in order to discover the best possible
candidates, and also the idea of methods of selection which
ensure that only the best of the best are selected. The same
formulation is repeated in staff regulation 4.2, and the idea
it expresses is made more explicit in staff regulation 4.3 which
states specifically that: "So far as practicable, selection
shall be made on a competitive basis".

The General Assembly has reaffirmed this principle on
various occasions, particularly in resolution 2736 (XXV) A,
paragraph (d) which reads:

*The General Assembly
has reaffirmed this
principle in various
resolutions*

> "... special efforts should be made to recruit
> qualified young men and women for service with the
> United Nations through the development of more
> objective selection methods, such as, wherever
> appropriate, open competitive examinations ..."

Also by its decision of 18 December 1974 on agenda item
81 on personnel reforms, the General Assembly adopted the
recommendations made by the Joint Inspection Unit, recom-
mendations which had also been supported by AMS and ACABQ 44/.

43/ Cf. reports JIU/REP/71/7, paragraphs 162-188,
and Recommendation 3; JIU/REP/76/8, paragraphs 17-18;
JIU/NOTE /77/1, paragraphs 17-20 and Recommendations 4-5.

44/ Cf., for AMS, AMS Recommendation 20 in document
A/C.5/1601/Add. 1 and, for ACABQ, paragraphs 34-35 of
document A/9847.

There can thus be no doubt that the General Assembly wishes to see modern recruitment methods developed on the basis of competitive selection.

V.2 APPLICATION OF THESE PRINCIPLES. EXPERIMENTS ALREADY UNDERTAKEN AND EXPERIMENTS IN PROGRESS

The Secretary-General has not only announced his intention to introduce competitive methods but has conducted many interesting experiments

On various occasions, the Secretary-General has expressed his intention of applying the principles set forth and reaffirmed by the General Assembly. Several reports mention not only intentions but also experiments in progress 45/.

The most recent report of the Secretary-General on the implementation of the reforms approved by the General Assembly (1978) also deals with this subject.

To sum up the situation, it may be said that:

Competitive examinations for junior Professional staff have been organized in:

- Italy
- Federal Republic of Germany
- Japan
- United Kingdom

Exercises of the same kind are now being organized in:

- France
- under-represented African countries.

The results of these examinations, which have been organized on similar lines and pursuant to agreements concluded between the Governments of the countries concerned and the Secretary-General, may be summarized as follows on the basis of the most recent information available to us (June 1978):

45/ See inter alia the following documents: the report of the Secretary-General on the composition of the Secretariat, A/8831(1972), paragraph 17, and the Note by ACABQ, A/8897(1972), paragraphs 9-11, in which reference is made to preliminary moves with a view to holding a competitive examination, organized as a pilot project, in Italy; the report of the Secretary-General, A/C.5/1601(1974), paragraphs 21-23, in which the initial results of the competitive examination in Italy are announced and the intention is stated of organizing similar exercises in the FRG and other countries; and the report of the Secretary-General, A/C.5/31/9(1976), paragraph 10, which gives an account of the results of the competitive examinations already organized and also states that the examinations may be spaced at longer intervals in the future to permit the easier assimilation into the Secretariat of a greater number of successful candidates.

Statistics concerning competitive examinations
for young Professional staff members

	Italy 1974	FRG 1974	Japan 1975	United Kingdom 1975
	(The numbers in brackets are the numbers of women candidates)			
Number of applicants	580 (85)	404 (40)	338 X	X
Number who were invited to take the written examination	283 (31)	183 (21)	322 X	47 (0)
Number who actually took and completed the written examination	135 (17)	137 (19)	213 X	X
Number who were invited to take the oral examination	56 (9)	42 (6)	54 X	12
Successful applicants placed on the roster	46 (6)	24 (3)	15 (5)	7
Commitment with the Government	10	up to 15	10	2
Number appointed (June 1978)	16* (2)	10* (3)	5* (2)	2
Number of successful applicants still on the roster (June 1978)	8 (2)	13 -	9 (2)	4
Number who have refused an offer of employment	2	4	-	

NOTES: X: Indicates that the figures are not available
       *: Italy: including one appointment to UNESCO, one to UNDP and one to IMF
           FRG: including one appointment to UNDP
           Japan: including one appointment to UNHCR

The results have been excellent but the number of recruitments is still low

From the standpoint of the quality of the persons recruited, the results of the examinations have been excellent; but the number of recruitments - 33 since 1974 - is still very low in comparison with the total number of external recruitments to the P.1 to P.2 levels.

Practical difficulties have led to unduly long recruitment times

In addition, practical difficulties were encountered largely because posts had not been set aside in advance so that successful candidates could be recruited immediately. As a result, times taken for recruitment were as long as three years, and this deprived the new machinery of much of its value.

In addition the association of the substantive divisions with the recruitment operations (in the form of direct participation in examining boards) was inadequately organized.

Steps have recently been taken to remedy these short-comings

On the other hand, in the case of experiments in progress, it seems that steps have been taken to remedy these short-comings, particularly as regards the prior reservation of posts to be filled by competition. However, some difficulties are still being encountered in applying the system, largely owing to the fact that this is an unusual and novel recruitment procedure which gives rise to certain reactions of mistrust in the Secretariat. There is no doubt that encouragement from the General Assembly to continue in this direction would help to overcome these difficulties more easily.

V.3 RECOMMENDATIONS FOR THE FUTURE

The general balance-sheet of experiments undertaken or experiments in progress can thus be set out as follows:

- Recruitment operations based on competitive examinations have given excellent results with regard to the quality of the recruitments;

The use of these methods should be developed

- However, the proportion of Professional staff members recruited by this method, as compared with the total number of external recruitments to grades P.1 to P.2, is still very small, the approximate percentage over three years amounting only to about 8 per cent 46/.

- The use of these methods should therefore be developed further but at the same time, steps should be taken to overcome the practical difficulties that have emerged;

46/ It is interesting to compare this figure with the figure for promotions of General Service staff to grades P.1 to P.2 which, as we have seen was 50 per cent of the total appointments to these grades in 1976-1977.

- It would seem that action by the Secretary-General in this field would be facilitated if the General Assembly were to approve the following recommendations.

The competitive selection procedures based on written examinations should continue to be used and should be developed for grades P.1 and P.2, so as to facilitate the recruitment of qualified young Professional staff, particularly, in non-represented or under-represented countries;

The proportion of young Professional staff members recruited by this method should be increased each year;

In agreement with the Governments concerned, appropriate publicity should be used to encourage the largest possible number of candidates, and particularly women candidates, to take these examinations.

This effort should be supplemented, in the case of grades P.3 and above, by using selection procedures based on the study of qualifications, and particularly by organizing recruitment missions whose composition might be the same as that of the examining boards for junior staff;

These recruitment teams should include qualified representatives of the substantive units concerned in each occupational group for which the recruitments are to be made;

Lastly, all necessary steps should be taken, particularly by setting aside posts in advance, to ensure that candidates recruited by the above-mentioned procedures can be appointed immediately to vacant posts.

Recommendations submitted to the consideration of the General Assembly concerning ways of facilitating the recruitment of qualified young Professional staff, especially in under-represented or non-represented countries

/ PRINCIPAL RECOMMENDATIONS /

The principal recommendations of this report have been set out in detail at the end of each chapter (sections I.4, II.4, III.2, IV.3 and V.3). At this point, therefore, we shall simply summarize these recommendations. In order to achieve a far-reaching personnel reform in the United Nations:

RECOMMENDATION NO. 1:

A. Regulations concerning occupations and occupational groups should be established, setting out:

a definition of the essential concepts of the "occupation" and the "occupational group";

the criteria to be used in selecting the groups;

the nature of the measures to be defined in order to establish the statute of each group;

the links between the definition of occupations and the classification of posts, in particular with regard to the definition of the required levels of qualifications.

B. A comprehensive list of occupations and occupational groups for the Secretariat as a whole should be compiled, the classification of the posts of all staff members should be completed in accordance with the above-mentioned regulations and the financial implications of this exercise should be determined, if possible before the thirty-fourth session of the General Assembly.

RECOMMENDATION NO. 2:

Regulations should be established for the passage of General Service staff members to the Professional category, and, for this purpose, an annual competitive examination should be held for a number of posts limited to a figure less than one fourth or one fifth of the number of recruitments to grades P.1 to P.2 during the preceding year. The examination should be open, regardless of their duty station, to General Service staff members with a minimum of five years' service and university qualifications of the bachleor-degree level.

RECOMMENDATION NO. 3:

Measures should be taken to improve the use of the
roster of candidates, and, in particular:

reconnaissance missions should be organized and
publicity should be given to the roster to increase
the number of roster candidates who fulfil the
conditions recommended by the General Assembly
(under-represented countries, women, young people);

the technical operation of the roster should be
improved in order to obtain, for each vacant post
open for recruitment, a list of all possible
candidates;

the use of the roster should be made compulsory;

the General Assembly should be permitted to exercise
regular supervision of its use.

RECOMMENDATION NO. 4:

In the Professional category, a link should be
established between rotation between duty stations and
promotion possibilities. It should be stipulated, in
particular, that no staff member who has served at least
eight years in the Organization may be promoted to the
next higher grade unless he has been assigned for a
period of at least three years to a duty station other
than the one where he is currently serving and/or that
no staff member with 15 years of service may be
promoted unless he has spent two three-year periods in
a duty station other than the one where he is currently
serving, and that these provisions should be implemented
on a progressive basis.

RECOMMENDATION No. 5:

The use of competitive selection methods should be
developed for young Professional staff, in particular:

by developing these procedures on the basis of
written examinations, for grades P.1 and P.2,
particularly in under-represented and non-represented
countries;

by increasing each year the proportion of young
Professional staff recruited by this method;

by encouraging through appropriate publicity, in
agreement with the Governments concerned, the
largest possible number of candidates, in particular
women candidates, to take these examinations;

by ensuring that qualified recruitment teams are established;

by taking all necessary steps, particularly by setting aside posts in advance, to ensure that the candidates recruited can be appointed immediately to vacant posts.

TABLE SHOWING THE IMPLEMENTATION OF THE REFORMS
APPROVED BY THE GENERAL ASSEMBLY IN 1974

Reforms approved	Action taken or in preparation	Measures still to be taken
/Structure of the Secretariat / - Acceptance of the existence of "occupational groups" and establishment of their status - Necessity of post classification - Determination of levels of qualification (cf. Recommendation No. 1 of JIU report JIU/REP/71/7; Recommendations 4, 5, 13 and 14 of AMS (A/C.5/1601/Add. 1); Reports of the Secretary-General A/C.5/1601 (1974) paragraphs 7-9 and A/C.5/31/9 (1976) paragraph 4; Comments by ACABQ A/9841 (1974) paragraphs 8-12; Report of the Secretary-General A/C.5/33/2 (1978)).	1) Occupational groups The principle of the utilisation of this concept for recruitment and career planning has been accepted by the Secretary-General. An initial application has been made in choosing bench-mark posts in post classification operations. Preliminary work has also been done by CCAQ and ICSC, but the utilisation of the various existing lists of occupational groups remains extremely cautious and lacks precision 2) Post classification A classification system has been established and job descriptions for all Professional posts in New York have been prepared (with the exception of posts in the economic and social fields affected by restructuring); the remaining posts and the 2,000 posts away from Headquarters will be classified during 1979;	1) - Regulations concerning occupations and occupational groups should be established, setting out: - a definition of the essential concepts of the "occupation" and the "occupational group": - the criteria to be used in selecting the groups; - the nature of the measures to be defined in order to establish the level of each group; - the links between the definition of occupations and the classification of posts, in particular with regard to the definition of the required levels of qualifications. - A comprehensive list of occupations and occupational groups for the Secretariat as a whole should be compiled 2) The classification of the posts of all staff members - and especially General Service staff - should be completed; The legal and financial implications of regradings and down-gradings resulting from this exercise should be determined; Post classification should be made consistent with the Rules concerning occupations and occupational groups.

Reforms approved	Action taken or in preparation	Measures still to be taken
	For General Service staff a classification system has been selected in Geneva and classification operations are in their initial phases. In New York a classification system may be selected in the second half of 1978.	

Passage of General Service staff members to the Professional category
 	
- Establishment of a competive examination.
 	
(cf. Recommendation No. 14 of JIU report JIU/REP/71/7;
 	
    JIU report JIU/REP/76/8, para. 23;
 	
    Recommendation No. 25 of AMS (A/C.5/1601/Add. 1);
 	
    Reports of the Secretary-General A/C.5/31/9 (1976) paragraph 15 and A/C.5/33/2 (1978);
 	
    Comments by ACABQ A/9841 (1974), paragraphs 18-20)).
	A draft Secretary-General's Bulletin, (ST/SGB) establishing a competitive examination for promotion from GS to P limited to three duty stations (New York, Geneva and Vienna) has been submitted to the Joint Advisory Committee by the representatives of the Secretary-General. Staff representatives in JAC seem to have rejected this draft because of the excessive rigidity in the requirements for participating in the examinations.	Regulations should be established for the passage of General Service staff members to the Professional category, and, for this purpose, an annual competitive examination should be held for a number of posts limited to a figure less than one fourth or one fifth of the number of recruitments to grades P.1 and P.2 during the preceding year. The examination should be open, regardless of their duty station, to General Service staff members with a minimum of five years' service and university qualifications of the bachelor-degree level.

Reform of recruitment methods
 	
- Medium term recruitment planning
 	
(cf. Recommendation No. 2 of JIU report JIU/REP/71/7;
 	
    Recommendation No. 3 of JIU Note JIU/NOTE/77/1;
 	
    Recommendation No. 7 of AMS (A/C.5/1601/Add. 1);
 	
    Reports of the Secretary-General A/C.5/31/9, para. 8 and A/C.5/33/2 (1978);
 	
    Comments by ACABQ A/9841, (1974), paragraphs 24-25)).
	A long term recruitment plan was prepared in 1970 for the period 1972-1977; however the approach of this plan was too sophisticated and did not correspond to actual needs. Simpler methods are currently being elaborated (based in particular on retirement forecasts and recruitment statistics of previous years).	A simplified method of one year forecasting of recruitment needs, based in particular on accurate statistics for previous years should be developed and an annual report on this subject submitted to the General Assembly.

TABLE SHOWING THE IMPLEMENTATION OF THE REFORMS

APPROVED BY THE GENERAL ASSEMBLY IN 1974

Reforms approved	Action taken or in preparation	Measures still to be taken

- Institution of a junior competitive examination for the recruitment of young Professionals.
 	
(cf. Recommendation No.3 of JIU report JIU/REP/71/7;
 	
    Recommendations. Nos. 4 and 5 of JIU Note JIU/NOTE/77/1;
 	
    Recommendation No. 20 of AMS (A/C.5/1601/Add. 1);
 	
    Comments by ACABQ A/9841 (1974), paragraphs 34-35;
 	
    Reports of the Secretary-General A/8897 (1972), paragraph 9, A/C.5/1601 (1974), paras. 21-23; A/C.5/31/9 (1976), para. 10 and A/C5./33/2 (1978).
	Junior competitive examinations have been held in:
	
	- Italy
	- Federal Republic of Germany
	- Japan
	- United Kingdom
	
	Similar exercises are currently being prepared in France and in under-represented countries in Africa.
	
	However, the percentages of recruitments through competitive examinations remains very low.
		The use of competitive selection methods should be developed for young Professional staff, in particular:
		
		- by developing these procedures on the basis of written examinations, for grades P.1 and P.2, particularly in under-represented and non-represented countries;
		
		- by increasing each year the proportion of young Professional staff recruited by this method;
		
		- by encouraging through appropriate publicity, in agreement with the Governments concerned, the largest possible number of candidates, in particular women candidates, to take these examinations;
		
		- by ensuring that qualified recruitment teams are established;
		
		- by taking all necessary steps, particularly by setting aside posts in advance, to ensure that the candidates recruited can be appointed immediately to vacant posts.

- Establishment of a recruitment roster
 	
(cf. Recommendation No. 4 of JIU report JIU/REP/71/7;
 	
    Recommendation No. 6 of JIU Note JIU/NOTE/77/1;
 	
    Recommendation No. 15 of AMS (A/C.5/1601/Add. 1);
 	
    Reports of the Secretary-General A/8897 (1972), para. 12, A/C.5/1601 (1974), paras. 19-20, A/C.5/31/9 (1976), para. 9, and A/C.5/33/2 (1978)).
	The roster has been developed taking into account the recommendations which have been made since 1971 and the resolutions and decisions of the General Assembly on this subject.	Measures should be taken to improve the use of the roster of candidates, and, in particular:
		
		- reconnaissance missions should be organized and publicity should be given to the roster to increase the number of roster candidates who fulfil the conditions recommended by the General Assembly (under-represented countries, women, young people);

TABLE SHOWING THE IMPLEMENTATION OF THE REFORMS

APPROVED BY THE GENERAL ASSEMBLY IN 1974

Reforms approved	Action taken or in preparation	Measures still to be taken
		- the technical operation of the roster should be improved in order to obtain, for each vacant post open for recruitment, a list of all possible candidates; - the use of the roster should be made compulsory; - the General Assembly should be permitted to exercise regular supervision of its use.
/Staff administration / - Adoption of new performance evaluation and promotion systems (cf. Recommendation No. 8 of JIU report JIU/REP/71/7; Recommendation No. 31 of AMS (A/C.5/1601/Add. 1); Reports of the Secretary-General A/C.5/1601 (1974), para. 33, A/C.5/31/9 (1976), para. 17 and A/C.5/33/2 (1978)).	A new performance evaluation system was introduced in February 1977. The system allows a constructive dialogue between staff members and their supervisors.	Promotion procedures should be reviewed in the framework of the establishment of a career development system and in conformity with the dispositions on occupational groups.
- Institution of an assignment planning system and establishment of career development committees (cf. Recommendations Nos. 9 and 12 of JIU report JIU/REP/71/7; Recommendations Nos. 25 and 32 of AMS, (A/C.5/1601/Add. 1); Comments by ACABQ (1974), paras. 46-48; Reports of the Secretary-General A/C.5/1601 (1974), paras. 30-32; A/C.5/31/9 (1976), paras. 14-16, and A/C.5/33/2 (1978)).	The decision to establish career development committees has been taken, but for the moment it applies only - and on an experimental basis - to staff working in the field of public information.	1) Establish career development committees for all occupational groups; 2) In the Professional category, a link should be established between rotation between duty stations and promotion possibilities. (in the event of the approval of Recommendation No. 4 of this report).

TABLE SHOWING THE IMPLEMENTATION OF THE REFORMS

APPROVED BY THE GENERAL ASSEMBLY IN 1974

Reforms approved	Action taken or in preparation	Measures still to be taken

- Adoption of a staff training programme
(cf. Recommendation No. 10 of JIU report JIU/REP/71/7;
    Recommendations Nos. 34 to 38 of AMS;
    Comments by ACABQ A/9841 (1974), paragraphs 53-57;
    Reports of the Secretary-General A/C.5/1601 (1974), paras. 36-42; A/C.5/31/9 (1976), paras. 18-20), A/C.5/33/2 (1978)).
	An effort has been made in this field: the Staff Development Programme is now in its fourth year and covers about 75 subjects which are presented in some 200 courses and seminars each year.	The present training programme has considerable differences with the programme recommended by JIU and, moreover, the integration of the training system with the career development system still has to be made.

- Adoption of an integrated computer-supported staff management system
(cf. Recommendation No. 11 of JIU report JIU/REP/71/7;
    Comments by ACABQ A/9841 (1974), paragraphs 58-60;
    Reports of the Secretary-General A/C.5/1601 (1974), paras. 43-44, A/C.5/31/9 (1976), paras. 21-22, and A/C.5/33/2 (1978)).
	Considerable progress has been made in the statistical field: the data-base of the New York Computing center contains a mimimum of 21 data items on each of the 24,000 staff members of the United Nations.	Further efforts still have to be made:
		- in order to develop the statistical basis which needs considerable improvement;
		- in order to establish an integrated management system in conformity with the suggestions developed in the JIU report.

- General modernization of the Staff Rules
(cf. Recommendation No. 18 of JIU report JIU/REP/71/7;
    Recommendation No. 1 of AMS (A/C.5/1601/Add. 1);
    Comments by ACABQ A/9841 (1974), paragraph 4;
    Reports of the Secretary-General A/C.5/31/9 (1976), paragraph 24 and A/C.5/33/2 (1978)).
	Specific modifications of the Staff Rules have been made (elimination from the rules of all differential treatments based on sex, amendments subsequent to changes in the salary system, revision of the rules applicable to project personnel, etc.).
	A collection of administrative issuances on personnel administration, which will be regularly updated, has been compiled. The circulation of this handbook seems, however, to be extremely limited.
		- Transformation of the handbook of administrative issuances into a manual;
		- General revision of existing texts in order to integrate into the Staff Rules the suggested personnel reforms and, in particular, those concerning occupational groups, career development and recruitment methods.