



Sixty-eighth session
Agenda item 139

Human resources management

Report of the Fifth Committee

Rapporteur: Mr. Ken Siah (Singapore)

I. Introduction

1. At its 2nd plenary meeting, on 20 September 2013, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its sixty-eighth session the item entitled “Human resources management” and to allocate it to the Fifth Committee.
2. The Fifth Committee considered the item at its 9th, 20th and 26th meetings, on 21 October, 25 November and 27 December 2013. Statements and observations made in the course of the Committee’s consideration of the item are reflected in the relevant summary records ([A/C.5/68/SR.9](#), 20 and 26).
3. For its consideration of the item, the Committee had before it the following documents:
 - (a) Report of the Secretary-General on amendments to the Staff Regulations and Rules ([A/68/129](#));
 - (b) Report of the Secretary-General on his practice in disciplinary matters and possible criminal behaviour, 1 July 2012 to 30 June 2013 ([A/68/130](#));
 - (c) Report of the Secretary-General on the activities of the Ethics Office ([A/68/348](#));
 - (d) Report of the Secretary-General on the composition of the Secretariat: staff demographics ([A/68/356](#));
 - (e) Related report of the Advisory Committee on Administrative and Budgetary Questions ([A/68/523](#));
 - (f) Report of the Secretary-General: towards a global, dynamic and adaptable workforce: mobility ([A/68/358](#));



(g) Related report of the Advisory Committee on Administrative and Budgetary Questions ([A/68/601](#));

(h) Report of the Secretary-General on the placement of United Nations staff members who have been adversely affected by natural disasters, malicious acts and other critical incidents ([A/68/483](#));

(i) Related report of the Advisory Committee on Administrative and Budgetary Questions ([A/68/580](#));

(j) Report of the Secretary-General on seconded active-duty military and police personnel ([A/68/495](#));

(k) Related report of the Advisory Committee on Administrative and Budgetary Questions ([A/68/615](#));

(l) Notes by the Secretary-General transmitting the report of the Joint Inspection Unit on staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework ([A/67/888](#)) and his comments and those of the United Nations System Chief Executives Board for Coordination thereon ([A/67/888/Add.1](#));

(m) Notes by the Secretary-General transmitting the report of the Joint Inspection Unit on the review of individual consultancies in the United Nations system ([A/68/67](#)) and his comments and those of the United Nations System Chief Executives Board for Coordination thereon ([A/68/67/Add.1](#));

(n) Notes by the Secretary-General transmitting the report of the Joint Inspection Unit on lump-sum payments in lieu of entitlements ([A/68/373](#)) and his comments and those of the United Nations System Chief Executives Board for Coordination thereon ([A/68/373/Add.1](#));

(o) Letter dated 22 October 2013 from the President of the General Assembly addressed to the Chair of the Fifth Committee ([A/C.5/68/10](#)).

II. Consideration of draft resolution [A/C.5/68/L.25](#)

4. At its 26th meeting, on 27 December, the Committee had before it a draft resolution entitled “Human resources management” ([A/C.5/68/L.25](#)), submitted by the Chair of the Committee on the basis of informal consultations coordinated by the representative of the Dominican Republic.

5. Before the adoption of the draft resolution, the Chair of the Committee and the representative of the Republic of Korea made statements (see [A/C.5/68/SR.26](#)).

6. At the same meeting, the Committee adopted draft resolution [A/C.5/68/L.25](#) without a vote (see para. 7).

III. Recommendation of the Fifth Committee

7. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Human resources management

The General Assembly,

Recalling Articles 8, 97, 100 and 101 of the Charter of the United Nations,

Recalling its resolutions [49/222](#) A and B of 23 December 1994 and 20 July 1995, [51/226](#) of 3 April 1997, [52/219](#) of 22 December 1997, [52/252](#) of 8 September 1998, [53/221](#) of 7 April 1999, [55/258](#) of 14 June 2001, [57/305](#) of 15 April 2003, [58/285](#) of 8 April 2004, [58/296](#) of 18 June 2004, [59/266](#) of 23 December 2004, [59/287](#) of 13 April 2005, [60/1](#) of 16 September 2005, [60/238](#) of 23 December 2005, [60/254](#) of 8 May 2006, [60/260](#) of 8 May 2006, [61/244](#) of 22 December 2006, [61/276](#), section VIII, of 29 June 2007, [62/238](#), section XXI, of 22 December 2007, [62/248](#) of 3 April 2008, [63/250](#) of 24 December 2008, [63/271](#) of 7 April 2009, [65/247](#) of 24 December 2010, [66/234](#) of 24 December 2011 and [67/255](#) of 12 April 2013, as well as its other relevant resolutions and decisions,

Having considered the relevant reports of the Secretary-General on human resources management submitted to the General Assembly,¹ the letter dated 22 October from the President of the General Assembly addressed to the Chair of the Fifth Committee transmitting the letter dated 18 October from the Secretary-General to the President of the General Assembly,² and the related reports of the Advisory Committee on Administrative and Budgetary Questions,³

Having also considered the reports of the Joint Inspection Unit on the review of individual consultancies in the United Nations system,⁴ on lump-sum payments in lieu of entitlements⁵ and on staff recruitment in United Nations system organizations: a comparative analysis and benchmarking framework,⁶ as well as the notes by the Secretary-General transmitting his comments and those of the Chief Executive Board for Coordination thereon,⁷

1. *Reaffirms* that the staff of the United Nations is an invaluable asset of the Organization, and commends its contribution to furthering the purposes and principles of the United Nations;

2. *Pays tribute* to the memory of all staff members who have lost their lives in the service of the Organization;

¹ A/68/129, A/68/130, A/68/348, A/68/356, A/68/358, A/68/483 and A/68/495.

² A/C.5/68/10.

³ A/68/523, A/68/580, A/68/601 and A/68/615.

⁴ A/68/67.

⁵ A/68/373.

⁶ A/67/888.

⁷ A/67/888/Add.1, A/68/67/Add.1 and A/68/373/Add.1.

3. *Endorses* the conclusions and recommendations contained in the reports of the Advisory Committee on Administrative and Budgetary Questions,⁸ subject to the provisions of the present resolution;

I

Human resources management reform

4. *Affirms* the distinct roles of the principal organs of the United Nations in personnel matters, reaffirms that the Fifth Committee is the appropriate main committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters, and also reaffirms the role of the Committee in carrying out an appropriately thorough analysis and approving human and financial resources and policies;

5. *Welcomes* the ongoing efforts of the Secretary-General to develop a refined performance management framework for the Organization, and requests the Secretary-General to submit to the General Assembly a comprehensive performance management proposal, including all necessary modalities and recommendations, for consideration at its sixty-ninth session;

6. *Requests* the Secretary-General to report on progress in preparing the comprehensive performance management proposal through an information briefing no later than the end of the second part of its resumed sixty-eighth session;

7. *Emphasizes* that the overarching objective of the performance management proposal should be to credibly and effectively measure performance, reward good performance and sanction underperformance, and that it should be easily understood by staff and management;

8. *Stresses* that the sanctioning of underperformance is crucial to ensure the efficient and effective execution of mandates, and urges the Secretary-General to clarify and simplify policies and procedures related to underperformance, bearing in mind the lessons learned from the jurisprudence of the administration of justice system;

9. *Emphasizes* the fundamental importance of human resources management reform in the United Nations as a contribution to the enhancement of the efficiency and effectiveness of the United Nations and of the international civil service, and reaffirms its commitment to the implementation of these reforms;

10. *Reaffirms its support* for the integrity and independence of the international civil service;

11. *Urges* the Secretary-General to ensure that the lessons learned from the implementation of previous reforms are taken into consideration in the formulation of new proposals;

12. *Requests* the Secretary-General, in the context of the ongoing human resources management reforms and business transformation projects, to continue to ensure the equal treatment of candidates with equivalent educational backgrounds during the recruitment process, taking fully into account the fact that Member States have different education systems and that no education system shall be considered the standard to be applied by the Organization;

⁸ A/68/523 and A/68/580.

II Composition of the Secretariat

13. *Recalls* paragraph 5 of the report of the Advisory Committee on Administrative and Budgetary Questions on human resources management,⁹ and requests the Secretary-General to supplement the raw data presented in the composition report with additional analysis of demographic trends and possible underlying reasons for those trends;

14. *Also recalls* paragraph 11 of the report of the Advisory Committee on Administrative and Budgetary Questions, and stresses the need for greater effort to improve the representation of women in the Secretariat, while complying with Article 101 of the Charter of the United Nations;

15. *Underlines* the need for a comprehensive and robust workforce planning system as a key component of human resources management, and expresses serious concern that the current staffing structure does not reflect an existing effective workforce planning system;

16. *Urges* the Secretary-General to develop a workforce planning system as a matter of priority and present it to the General Assembly for consideration at its sixty-ninth session, and encourages the Secretary-General to recommend future changes to the staffing structure in the light of the system that is adopted;

17. *Recalls* paragraph 7 of the report of the Advisory Committee on Administrative and Budgetary Questions, stresses the importance of the rejuvenation of the Secretariat, and requests the Secretary-General to continuously monitor demographic trends and report thereon in his reports on the composition of the Secretariat;

18. *Requests* the Secretary-General to develop and implement measures to accelerate the placement of successful candidates for the young professionals programme, and to report on progress in this matter to the General Assembly at its sixty-ninth session;

19. *Emphasizes* the important role of the young professionals programme in improving the geographical representation of underrepresented and unrepresented Member States, requests the Secretary-General to continue his ongoing efforts in this regard, and notes that from some Member States no candidates have passed the examination for the programme;

III Practice of the Secretary-General in disciplinary matters and possible criminal behaviour

20. *Commends* the Secretary-General for eliminating the backlog of disciplinary cases, and urges him to keep the management of disciplinary cases under close review, to intensify his efforts to complete them in a timely manner, and to take additional steps to ensure that backlogs of cases do not recur in the future;

21. *Invites* the Secretary-General to provide in future reports, as far as possible, additional information on trends regarding the outcome of appeals relating to disciplinary measures;

⁹ A/68/523.

22. *Encourages* the Secretary-General to finalize swiftly the new administrative instruction on investigations and the disciplinary process, and to launch an informational campaign aimed at reminding staff of their responsibility to report allegations of wrongdoing or misconduct through the appropriate channels;

23. *Stresses* the importance of taking all necessary measures, as appropriate, to mitigate and recoup any losses arising from relevant acts of misconduct of staff members, and requests the Secretary-General to report to the General Assembly on efforts taken in this regard in his next report on human resources management;

IV

Amendments to the Staff Regulations and Rules

24. *Approves* the proposed amendments to the Staff Regulations, and notes the amendments to the Staff Rules set out in the annexes to the report of the Secretary-General;¹⁰

25. *Recalls* paragraph 24 of the report of the Advisory Committee on Administrative and Budgetary Questions,⁹ and encourages the Secretary-General to continue to make every effort to ensure that his zero-tolerance policy with respect to sexual exploitation and abuse is enforced at all times by all United Nations personnel;

V

Activities of the Ethics Office

26. *Commends* the Ethics Office on its exceptional ongoing efforts to foster a culture of ethics, integrity, transparency and accountability in the Organization, and welcomes the efforts of the Office to increase awareness of ethics-related issues through outreach, training and education;

27. *Welcomes* the reduced costs of implementing the voluntary financial disclosure initiative as a result of the new contract arrangements for external review services, and in this regard looks forward to the outcome of the review of the regulatory framework of the financial disclosure initiative;

28. *Takes note* of paragraph 31 of the report of the Advisory Committee on Administrative and Budgetary Questions,⁹ and recalls paragraph 40 of its resolution [64/243](#);

29. *Welcomes* the initiation of work by the Office on an independent and comprehensive review of the existing protection against retaliation policy and practices, and looks forward to reviewing at its sixty-ninth session the report of the Secretary-General on the modalities and recommendations for enhancing the protection against retaliation policy;

VI

Seconded active-duty military and police personnel

30. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions;¹¹

¹⁰ A/68/129.

¹¹ A/68/615.

31. *Requests* the Secretary-General to extend for a further three years the exceptional measures authorized in paragraph 21 of its resolution 67/287, and to intensify his engagement with Member States with a view to identifying alternative solutions for addressing the conflicts between national legislation and United Nations regulations and rules regarding the secondment of active-duty military and police personnel;

32. *Also requests* the Secretary-General to submit a report regarding developments on this issue and, if necessary, a new proposal for its consideration at the main part of its seventieth session;

VII

Placement of United Nations staff members who have been adversely affected by natural disasters, malicious acts and critical incidents

33. *Welcomes* the efforts of the Secretary-General to address the particular needs of staff members of the United Nations who have been adversely affected by natural disasters, malicious acts and other critical incidents;

34. *Takes note* of paragraph 1 of the report of the Advisory Committee on Administrative and Budgetary Questions;¹²

35. *Takes note* of paragraph 8 of the report of the Advisory Committee on Administrative and Budgetary Questions, and decides that the scope of the proposal under consideration or of any future proposals in this regard should not be expanded to include issues such as workplace harassment, for which relevant procedures already exist;

VIII

Other matters

36. *Decides* to defer consideration of the proposal of the Secretary-General on mobility to the first part of its resumed sixty-eighth session.

¹² A/68/580.