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INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

INTERNAL AUDIT DIVISION I

OFFICE OF INTERNAL OVERSIGHT SERVICES

TO: Mr. Søren Jessen-Petersen  
A: Special Representative of the Secretary-General,  
UNMIK

DATE: 22 May 2006

REFERENCE: AUD-7-5:70

06/00275

FROM: Dagfinn Knutsen, Acting Director  
DE: Internal Audit Division-I, OIOS 

SUBJECT: **OIOS Audit No. AP2005/650/08: Vacancy Rates in UNMIK**

OBJET:

1. I am pleased to present herewith the final report on the above-mentioned audit, which was conducted between February and August 2005.
2. We note from your response to the draft report that UNMIK has generally accepted the recommendations. Based on the response, we are pleased to inform you that we have closed recommendations 3 and 4 in the OIOS recommendations database. In order for us to close out the remaining recommendations (i.e., 1, 2, 5 and 6), we request that you provide us with additional information as indicated in the text of the report. Please refer to the recommendation number concerned to facilitate monitoring of their implementation status. Please note that OIOS will report on the progress to implement its recommendations, particularly those designated as critical, in its annual report to the General Assembly and semi-annual report to the Secretary-General.
3. IAD is assessing the overall quality of its audit process and kindly requests that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey form.
4. I take this opportunity to thank the management and staff of UNMIK for the assistance and cooperation provided to the auditors in connection with this assignment.

Copy to: Mr. Jean-Marie Guéhenno, Under-Secretary-General for Peacekeeping Operations  
Mr. Philip Cooper, Acting Director, ASD/DPKO  
Mr. Lucien Chaker, Officer-in-Charge, Division of Administration, UNMIK  
UN Board of Auditors  
Programme Officer, OIOS  
Ms. Maria C. Toguio, Chief Resident Auditor, UNMIK

# Office of Internal Oversight Services

## Internal Audit Division I



### **Vacancy Rates in UNMIK**

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**Audit no:** AP2005/650/08

**Report date:** 22 May 2006

**Audit team:** Marites Sese, Auditor-in-Charge

**EXECUTIVE SUMMARY**  
**Vacancy Rates in UNMIK (Assignment No. AP2005/650/08)**

OIOS conducted an audit of personnel vacancy rates at the United Nations Interim Administration Mission in Kosovo (UNMIK) between February and August 2005. The main objectives of the audit were to: (i) determine the vacancy rates by section, and ascertain the time taken to fill mission vacancies; (ii) establish the causes for delays in filling vacancies; and (iii) assess the impact of vacancy rates on the individual sections and in implementing the mission's mandate.

UNMIK handles the recruitment process for both international and local staff for Pillars I and II, while the Personnel Management and Support Service (PMSS) in the Department of Peacekeeping Operations (DPKO) at UN Headquarters handles the recruitment process for the offices under the UNMIK Head of Mission and the Director of Administration (DOA). In OIOS' opinion, vacancy rates which were maintained at a minimum level of 4 to 7 per cent during the period 30 June 2004 – 31 January 2005, did not have a significant impact on UNMIK operations. Recruitment actions undertaken by the Mission were satisfactory relative to PMSS' recruitment actions because Mission processes were more efficient. However, UNMIK could further improve its processes to ensure a more efficient and effective management of the vacancy level and recruitment processes.

OIOS noted that delays in the recruitment process handled by the Mission were caused by the difficulty in sourcing proper candidates for the posts; obtaining medical clearance from Headquarters; and lack of a database for rostered candidates to serve as an initial source of future vacancies. There is also the need to revise standard operating procedures to include timelines, achieve gender balance and maintain complete documentation for recruitment files.

OIOS makes the following recommendations to improve the recruitment process in UNMIK:

- Consider using additional methods for increasing the pool of candidates, such as advertising in international magazines and newspapers and contacting professional associations, wherever appropriate, and maintaining a database for roster candidates.
- Coordinate with PMSS to include medical clearances as part of the Mission's responsibilities.
- Establish close coordination with the PMSS to expedite recruitment and initiation of personnel actions for mission staff who have been selected for placement to higher level posts.
- Revise the standard operating procedures, to include timelines for each process activity.
- Strive to comply with ST/AI/1999/9 to achieve 50-50 gender balance.
- Develop a checklist for the recruitment process that will reflect the processes undertaken, including the requirements for each process and the required documents.

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Annex I – Outstanding UNMIK Recruitment Cases

## I. INTRODUCTION

1. OIOS conducted an audit of vacancy rates in the United Nations Interim Administration Mission in Kosovo (UNMIK) between February and August 2005. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

2. In 31 October 2000, UNMIK was delegated the authority to select and recruit international and local staff required for Pillars I and II and to extend the appointment of staff thus recruited. UNMIK was also delegated the authority to select and recruit local staff members for the Special Representative of the Secretary-General (SRSG) and the Division of Administration (DOA) offices. The recruitment of international staff members for the offices of SRSG and DOA remained under the responsibility of the Personnel Management and Support Service (PMSS) in the Department of Peacekeeping Operations (DPKO).

3. Taking into consideration the ratio between actual staff over authorized staff, the overall vacancy rates at UNMIK for the period from 30 June 2004 to 31 January 2005, ranged between 4 to 7 per cent. The vacancy levels for the international staff members on a monthly basis fluctuated between 14 and 17 per cent and the professional category and above had a higher vacancy level than the general services category. One of the causes for a higher vacancy level for the international staff category is the transfer of UNMIK staff members to other missions.

**Table 1 - Vacancy Rates for the Period 30 June 04 – 31 January 05**

Personnel Category – Vacant Posts	04-Jun	04-Jul	04-Aug	04-Sep	04-Oct	04-Nov	04-Dec	05-Jan
<b>International Staff</b>								
Professional and above								
USG	1	1	0	0	0	0	0	0
ASG	0	0	0	0	0	0	0	1
D-2	1	1	2	2	2	2	2	3
D-1	10	9	9	9	7	8	7	6
P-5	21	19	17	21	17	18	18	16
P-4	9	11	17	17	23	21	22	22
P-3	34	34	33	36	32	34	33	31
P-2/1	9	8	5	5	10	9	8	8
Sub-total Professional & above	85	83	83	90	91	92	90	87
General Services								
Field Service	25	26	28	31	26	26	29	19
General Service Principal Level	0	0	0	0	0	0	0	0
General Service Other Level	17	20	24	26	24	24	25	23
Security Service	2	5	11	11	7	6	5	5
Sub-total GS and other	44	51	63	68	57	56	59	47
<b>Total International Staff</b>	<b>129</b>	<b>134</b>	<b>146</b>	<b>158</b>	<b>148</b>	<b>148</b>	<b>149</b>	<b>134</b>
<b>Local Staff</b>								
National Professional		1	1	2	1	1	1	0
Local GS	73	82	97	103	54	53	64	17
<b>Total Local Staff</b>	<b>73</b>	<b>83</b>	<b>98</b>	<b>105</b>	<b>55</b>	<b>54</b>	<b>65</b>	<b>17</b>

TOTAL VACANT POSTS - CIVILIAN	202	217	244	263	203	202	214	151
AUTHORIZED POSTS – CIVILIAN	3,739	3,740	3,740	3,740	3,659	3,659	3,659	3,568
<b>Vacancy Rates</b>	<b>5.40%</b>	<b>5.80%</b>	<b>6.52%</b>	<b>7.03%</b>	<b>5.55%</b>	<b>5.52%</b>	<b>5.85%</b>	<b>4.23%</b>

4. In an effort to keep the vacancy rates at a minimum, the DOA is now regularly monitoring the status of vacancy and ongoing recruitment for posts, which were requested to be filled. Stop gap measures such as maximum utilization of existing workforce, lending/borrowing of posts and Special Service Agreements (SSAs) have been adopted to fill vacant posts temporarily.

5. The comments made by the Management of UNMIK on the draft audit report have been included in the report as appropriate and are shown in italics.

## II. AUDIT OBJECTIVES

6. The main objectives of the audit were to: (a) determine the vacancy rates, the process and time taken to fill mission vacancies; and (b) identify the causes for the delays in filling the vacancies and the resultant effects on the Mission's operations.

## III. AUDIT SCOPE AND METHODOLOGY

7. The audit covered recruitment actions, on a sample basis, pertaining to the period June 2004 to January 2005. The status of vacant posts was reviewed with reference to ongoing recruitment actions as of 12 July 2005. OIOS also identified the vacancy rates by section, the time taken for filling vacancies, the causes for delays in filling vacancies, and the effects of the vacancy rates on the individual sections and the Mission. Responsible officials were interviewed and relevant documentation was reviewed. The audit did not include the recruitment for Pillars III and IV.

## IV. OVERALL ASSESSMENT

8. UNMIK vacancy rates were maintained within a range of 4 to 7 per cent and did not have a significant impact on the Mission's operations. The pace of recruitment was quicker when recruitment actions were handled by the Mission under its delegated authority, as compared to the recruitment actions undertaken by PMSS. The Mission undertook monitoring and follow-up actions to facilitate the recruitment of international staff for the SRSG and DOA offices. However, further improvement at the Mission level is needed to ensure a more efficient and effective management of vacancy levels and recruitment processes.

## V. AUDIT FINDINGS AND RECOMMENDATIONS

### A. Process for filling vacancies

#### Filling of international posts under Pillars I and II and all local posts

9. UNMIK has the delegated authority to recruit international and local staff for posts up to the D-1 level within Pillars I and II. The Mission is also responsible for all activities regarding selection and recruitment of international staff for Pillars I and II, except the medical clearance process. Recruitment and promotion of staff higher than the D-1 level is still PMSS' responsibility.

10. In October 2000, when UNMIK was initially delegated authority to recruit international staff for Pillar II, the Recruitment Cell was set up under the latter. As of 9 July 2001, when the delegation was extended to Pillar I, the Recruitment Cell was transferred to the DOA for the recruitment of staff for both Pillars I and II. On 1 July 2003, the SSU was established to replace the Recruitment Cell. The SSU is under the Civilian Personnel Section and is responsible for the recruitment and redeployment of both international and local staff for Pillars I and II. Furthermore, it is also partly responsible for the recruitment of staff for the SRSG and DOA offices which is currently still within the responsibility of PMSS.

11. The recruitment process starts with a request from the programme manager to the Chief Civilian Personnel Officer (CCPO) to fill the vacant post. The programme manager then submits to the SSU the post clearance and the job profile/description for the post to be filled after which, the SSU generates a vacancy announcement for approval of the DOA.

12. The post is advertised internally and/or externally, as required. Once all applications are received by the given deadline, the SSU: (i) reviews all applications; (ii) prepares a summary of qualified/eligible candidates; and (iii) forwards the summary and all applications that meet the criteria to the programme manager through the respective Principal Officer.

13. The Principal Officer establishes an interview panel chaired by him or his/her delegated representative to interview and assess the short listed candidates for the post. Panel members are provided a file containing the copies of the vacancy announcement, job profile, interview protocol sheet, applications of short listed candidates and a summary of each applicant's biographical data. Where specific expert advice is needed, internal or external consultants may be invited.

14. The Interview Panel forwards the recommendation for selection to the SSU through the Principal Officer and they may recommend one or more alternative candidates in order of priority, for consideration in case the first candidate declines the offer of appointment. The SSU then prepares a recruitment report, which contains the recruitment proceedings undertaken and the results of the assessment of the candidates based on the interviews. The evaluation part of the report is signed/approved by the Interview Panel members. The SSU also prepares the salary recommendation for approval of the DOA.

15. Thereafter, the SSU contacts the selected candidate to verify availability and to discuss the offer of appointment, obtains an index number, prepares the offer of appointment and conducts reference checks while waiting for the medical clearance of the recruited staff member.

Delays in the process handled by the Mission

16. OIOS was informed by the CCPO that the timeframe to fill vacancies for international posts under Pillars I and II and all local posts is 30 to 45 days. OIOS analyzed 16 random cases, out of 91 recruitments and verified that the average processing time from date of the request to fill the vacant post to the date of the approval of the recruitment report by the DOA for international posts under Pillars I and II, is around 45 to 90 days.

**Table 2 - Processing Time**

<b>Post No.</b>	<b>Date of Request</b>	<b>Date of Report Approval</b>	<b>No. of Days Elapsed from Request to Approval of Report</b>	<b>Entry on Duty (EOD)</b>	<b>No. of Days Elapsed from Report Approval to EOD</b>
48298	23-Aug-04	10-Nov-04	80	24-Jan-05	74
38471	23-Aug-04	29-Oct-04	67	10-Jan-05	73
35740	17-Aug-04	22-Nov-04	97	03-Jan-05	42
40118	19-Dec-03	5-Mar-04	75	02-Jun-04	89
41695	22-Jul-04	28-Sep-04	68	10-Dec-04	73
41717	08-Oct-03	20-Apr-04	195	23-Jun-04	64

17. In the case of recruitment of local staff, the average time was 60 days from the date of request to fill a vacant post to the EOD.

18. From interviews with key officials and personnel involved in the recruitment process, OIOS noted the following causes for delay in recruitment:

- a. Difficulty in sourcing proper candidates for the post. Candidates are solicited only from the traditional vacancy announcements through the Galaxy and the UNMIK website. Both the Galaxy and the UNMIK website have the same pool of applicants who had not been considered in previous vacancies. Sources such as advertising in international magazines and newspapers and contacting professional associations were not utilized.
- b. Medical clearance has to be obtained from Headquarters, which takes an average of 2-3 weeks and becomes a bottleneck in the recruitment process for Pillars I and II.
- c. Lack of a database of rostered candidates. Such a database could serve as an immediate source for future vacancies. OIOS was informed that the SSU is in the process of setting up such a database.



## Recommendations 1 and 2

OIOS recommends that UNMIK Management:

- (i) Consider using additional methods to increase the pool of candidates, such as advertising in international magazines and newspapers and contacting professional associations, wherever appropriate, and develop a database or roster for future vacancies (AP2005/650/08/01); and
- (ii) Coordinate with DPKO/PMSS to allow the Mission to provide medical clearances for international recruits for Pillars I and II (AP2005/650/08/02).

19. *UNMIK accepted recommendations 1 and 2, stating that they are being implemented continuously, on a daily basis.* Recommendation 1 remains open pending receipt of documentation from UNMIK showing the additional methods used to increase the pool candidates, and confirmation as to whether a database or roster has been developed for future vacancies. Recommendation 2 remains open pending clarification by UNMIK as to the current practice for medical clearance of international recruits for Pillars I and II.

### Filling international posts under the SRSG and DOA

20. For the offices under the SRSG and DOA, PMSS is responsible for recruitment of all international staff. The Mission is responsible for:

- identifying the vacancy and forwarding the request for a vacancy announcement, duly approved by the DOA, to PMSS for action;
- reviewing and clearing the vacancy announcement prepared by PMSS; and
- conducting interviews with short listed candidates and recommending the most suitable candidate based on a comparative analysis.

21. PMSS is responsible for:

- deciding the mechanism for filling the vacancy;
- drafting the vacancy announcement to be cleared with the Mission;
- posting the announcement on the intra/internet; screening applicants;
- obtaining technical clearance; conducting reference checks;
- forwarding technically cleared candidates to the Mission for short listing by the programme manager and for interview;
- obtaining the approval of the ASG/USG for D-1 posts and above; and
- initiating the recruitment action on the recommended candidate for vacant posts.

### Delays attributable to PMSS

22. From the list of outstanding recruitment cases as of 10 February 2005, (see Annex I for details), OIOS noted that it took PMSS some 31 to 73 days to issue vacancy announcements.

Furthermore, PMSS took 30 to 195 days (after the closing date of the vacancy announcement) to provide a shortlist of eligible candidates. Likewise, to initiate a personnel action for internal candidates who have been selected for placement to a higher post, PMSS took 30 to 90 days. As of 10 February 2005, it took PMSS an average of 45 days to issue an offer of appointment to new recruits.

23. In order to speed up the recruitment process, UNMIK needs to establish closer coordination and follow up with PMSS.

### **Recommendation 3**

OIOS recommends that UNMIK Management establish closer coordination with PMSS to expedite recruitment and quicker initiation of personnel actions for mission staff selected for placement to higher level posts (AP2005/650/08/03).

24. *UNMIK accepted recommendation 3 and stated that it was being implemented on a continuous, daily basis.* Based on the Mission's response, recommendation 3 has been closed.

### **B. Standard operating procedures**

25. Standard operating procedures (SOP) for the recruitment of international staff were established for Pillars I and II and for national staff members for all offices under the SRSG, DOA, Pillars I and II. The latest revised SOP for international recruitment for Pillars I and II were issued in June 2003. However, the SOP for recruiting national staff does not indicate the date when it was established. Neither set of SOP contains timelines to be observed by the key players for each stage in the recruitment process. OIOS believes that timelines must be established in order to serve as a benchmark to measure the efficiency of the recruitment process.

### **Recommendation 4**

OIOS recommends that UNMIK Management revise the standard operating procedures for recruitment to include timelines for each process activity (AP2005/650/08/04).

26. *UNMIK accepted recommendation 4 and stated that the standard operating procedures were revised in April 2006 to include timelines based on statistics gathered between January 2005 and April 2006.* Based on the Mission's response, recommendation 4 has been closed.

### **C. Other issues**

#### Gender balance

27. The General Assembly established a goal to achieve 50/50 gender distribution in all posts in the Professional category and above, overall and each level, including the posts at the D-1 level and above and special measures are embodied under ST/AI/1999/9. For Mission service, section 2.3 of the said administrative instructions provides that "All departments and offices

concerned with selection of mission staff shall ensure that women applicants for mission service are reviewed and selected in accordance with the requirements of section 1.8 of the present instruction. Particular regard shall be paid to women candidates when selecting staff in those occupations or functional areas where women are under-represented.”

28. Section 1.8 (d) further provides that “When the qualification of one or more women candidates match the requirements for the vacant posts and department or office recommends a male candidate, the department or office shall submit to the appointment and promotion bodies a written analysis, with appropriate supporting documentation, indicating how the qualifications and experience of the recommended candidate, when compared to the core requirements of the post, are clearly superior to those of the female candidates who were not recommended.

29. Based on information obtained from Management, OIOS’ analysis showed that out of the 690 international staff on board as of 14 January 2005, only 34% are women. Furthermore, of the 2,680 local staff on board, only 28% in the general services category are women. However, the national professional category showed 55% women on board.

### **Recommendation 5**

OIOS recommends that UNMIK Management strive to comply with the requirements of ST/AI/1999/9 by advising programme managers to document the reasons for selecting a male candidate when one or more women candidates match the requirements for the vacant post (AP2005/650/08/05).

30. *UNMIK accepted recommendation 5 and stated that the recommendation was being implemented wherever applicable.* Recommendation 5 remains open pending receipt of documentation from UNMIK showing that programme managers have been recording reasons for not selecting qualified women candidates.

### Incomplete documentation in recruitment files

31. Individual recruitment files should contain complete documentation showing the actual recruitment processes that took place. This will facilitate the review and decision making processes and ensure that the rules and regulations governing recruitment are properly applied. OIOS noted, on a sample basis, that complete records and documentation did not exist and are not organized to reflect the different processes that took place in filling the vacant posts. Some of the following documents, which are required by the SOPs, were missing in some files:

- a) Budgetary clearance form and post incumbency number
- b) Job profile and/or Job description
- c) Vacancy Notice
- d) Applicants profile
- e) Register of applications
- f) Applications
- g) Reference Checks
- h) Test results and questionnaires, if applicable

- i) Candidates assessment sheets
- j) Interview/Review Panel Protocol/Minutes and Recommendation
- k) Selection and Approval Memorandum

### **Recommendation 6**

OIOS recommends that UNMIK Management develop a checklist of documents that should be included in each recruitment case file to ensure its completeness (AP2005/650/08/06).

32. *UNMIK accepted recommendation 6 and stated that it has been implemented continuously since the Mission was given delegation of authority. OIOS cannot accept this response as evidence of implementation action, since the audit showed that essential documentation was missing from several case files, and no checklist of documents had been prepared. Recommendation 6 remains open pending receipt of a copy of the checklist developed by UNMIK to ensure completeness of recruitment case files.*

## **VI. ACKNOWLEDGEMENT**

33. We wish to express our appreciation to the Management and staff of UNMIK for the assistance and cooperation extended to the auditors during this assignment.



Dagfinn Knutsen, Acting Director  
Internal Audit Division-I, OIOS

**Annex I**

**OUTSTANDING UNMIK RECRUITMENT CASES**

<b>Posts requiring advertisement by PMSS/DPKO</b>				
	<b>Post Title</b>	<b>Post Level</b>	<b>Post No.</b>	<b>Submitted to PMSS</b>
1.	Chief Engineer	P-5	35618	22.10.2004
2.	Legal Officer	P-4	36643	03.11.2004
3.	Deputy to the Legal Adviser	D-1	38261	05.11.2004
4.	Contracts Manager	FS 6	38386	14.12.2004
5.	Chief Transport Officer	FS 7	35821	20.12.2004
6.	Administrative Assistant	FS 5	38396	20.12.2004
7.	Legal Officer	P-3	36808	23.12.2004
8.	Chief, CITS	P-5	35613	27.01.2005
9.	Associate Procurement Officer	P-2	35816	03.02.2005
10.	Special Assistant to COS	P-3	36830	08.02.2005
11.	Finance Assistant	FS 5	35785	09.02.2005
<b>Posts for which PMSS/DPKO has to provide list of eligible candidates</b>				
			<b>Submitted to PMSS</b>	<b>Vacancy Deadline</b>
1.	Finance Assistant	GS 6	23.06.2004	27.07.2004
2.	Finance Officer	P-3	30.06.2004	12.08.2004
3.	Finance Officer	P-3	30.06.2004	12.08.2004
4.	Transport Assistant	FS 4	12.08.2004	03.10.2004
5.	Budget Assistant	FS 4	14.09.2004	12.11.2004
6.	Assistant to Chief Security Officer	IFLD	26.07.2004	16.12.2004
7.	Chief DPI	D-1	22.09.2004	29.12.2004
8.	Deputy DSRSG	D 2	08.12.2004	18.02.2005
9.	International Nurse	FS 4	26.11.2004	25.02.2005
<b>Posts requiring PMSS/DPKO to initiate Personnel Action for internal candidates who have been selected for placement to higher level post.</b>				
	<b>Title</b>	<b>Post Level</b>	<b>Deadline of Vacancy Announcement</b>	<b>Submitted to PMSS</b>
1.	Regional Supply Assistant	FS 5	30.8.2004	19.11.2004
2.	Deputy Chief Finance Officer	P-4	Not Advertised	06.12.2004
3.	Political Affairs Officer	P-3	23.07.2004	10.12.2004
3.	Training Officer	P-3	08.10.2004	28.12.2004
4.	IT Assistant	FS 4	13.10.2004	13.01.2005
5.	External Affairs Officer	P-3	20.12.2004	17.01.2005
6.	Public Information Officer	P-3	16.06.2004	09.02.2005
7.	Air Operations Officer	FS 6	18.06.2004	09.02.2005
8.	Administrative Assistant	FS 4	07.01.2005	09.02.2005

9	Administrative Assistant	FS 4	Not advertised	15.02.2005
10	Office Manager	FS 5	Not advertised	15.02.2005

<b>Posts for which PMSS/DPKO has to issue Offer of Appointments to new recruits.</b>					
	<b>Title</b>	<b>Post Level, and No.</b>	<b>Deadline of VA.</b>	<b>Submitted to PMSS</b>	
1.	Human Resources Assistant	GS 6 Post No. 36021	21.09.2004	17.12.2004	
2.	Public Information Officer	P-4 Post No. 36711	17.06.2004	04.01.2005	
3.	PCIU Assistant	FS 4 Post No. 41789	01.10.2004	06.01.2005	
4.	Political Affairs Officer	P-4 Post No. 40080	13.09.2004	03.02.2005	
5.	Personal Assistant to the Legal Adviser	G-5 Post No. 41787	Not advertised (sent to PMSS 19.11.2004)	08.02.2005	
<b>Posts which are pending interviews to be conducted</b>					
	<b>Title</b>	<b>Post Level</b>	<b>Deadline of Vacancy Announcement</b>	<b>Shortlist received from PMSS</b>	<b>Date of interview</b>
1.	Coordination Officer	P-4	16.09.2004	04.02.2005	16.02.2005
2.	Transport Assistant	FS 5	03.10.2004	06.02.2005	15.03.2005
3.	Administrative Assistant	GS 6	Not advertised	14.02.2005	23.02.2005
4.	Regional Representative	D-1	3.02.2005	10.02.2005	16.02.2005
<b>Posts requiring PMSS/DPKO to initiate Personnel Action for internal candidates who have been selected for placement to higher level post.</b>					
	<b>Title</b>	<b>Post Level, and No.</b>	<b>Deadline of Vacancy Announcement</b>	<b>Submitted to PMSS</b>	
1.	Senior Judicial Affairs Officer (International Judge), Special Chamber of Supreme Court	D-1 Post No. 41666	22/04/2004	1/06/2004	
2.	Special Assistant to the O/DSRSG, Pillar I	P-4 Post No. 36680	5/10/2004	10/11/2004	
3.	Judicial Affairs Officer (Legal Officer)	P-3 Post No. 40099 Post No. 35723	12/09/2004	7/12/2004	
3.	Administrative Assistant, CD, DOJ	IFLD-4 Post No. 38463	20/10/2004	7/12/2004	
4.	Administrative Assistant, CD, DOJ	IFLD-4 Post No. 36147	20/10/2004	18/01/2005	
5.	Deputy Chief of Prison	IFLD-6 Post No. 35931	9/10/2004	2/02/2005	
6.	Deputy Chief of Prison	P-3 Post No. 38367	9/10/2004	10/12/2004	

(Note: This Annex was provided by UNMIK Management)

UNITED NATIONS



OIOS Client Satisfaction Survey

Audit of: Vacancy Rates in UNMIK

(AP2005/650/08)

	1	2	3	4	5
By checking the appropriate box, please rate:	Very Poor	Poor	Satisfactory	Good	Excellent
1. The extent to which the audit addressed your concerns as a manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The audit staff's understanding of your operations and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Professionalism of the audit staff (demeanour, communication and responsiveness).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The quality of the Audit Report in terms of:					
• Accuracy and validity of findings and conclusions;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Clarity and conciseness;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Balance and objectivity;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Timeliness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The extent to which the audit recommendations were appropriate and helpful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The extent to which the auditors considered your comments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Your overall satisfaction with the conduct of the audit and its results.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please add any further comments you may have on the audit process to let us know what we are doing well and what can be improved.

Name: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

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*Thank you for taking the time to fill out this survey. Please send the completed survey as soon as possible to:*  
 Director, Internal Audit Division-1, OIOS  
 By mail: Room DC2-518, 2 UN Plaza, New York, NY 10017 USA  
 By fax : (212) 963-3388  
 By E-mail: iad1support@un.org