

United Nations  Nations Unies
INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

INTERNAL AUDIT DIVISION I
OFFICE OF INTERNAL OVERSIGHT SERVICES

TO: Mr. Alan Doss,
A: Special Representative of the Secretary-General
UNMIL

DATE: 22 November 2005

REFERENCE: AUD-7-5:16(⁰⁰²⁷⁴ /05)

FROM: Patricia Azarias, Director
DE: Internal Audit Division-I, OIOS



SUBJECT: **OIOS Audit No. AP2005/626/08: Personnel Vacancy Rate in UNMIL**

OBJET:

1. I am pleased to present the final report on the above-mentioned review, which was conducted in January and February 2005.
2. We note from your response to the draft report that all of the recommendations have been accepted. Based on the response, we are pleased to inform you that we have closed recommendations 1, 3, 4, 5, 6 and 9 in the OIOS recommendations database. In order for us to close the remaining recommendations (i.e., 2, 7, 8 and 10), we request that you provide us with the additional information as discussed in the text of the report and a time schedule for their implementation. Please note that OIOS will report on the progress made to implement its recommendations, particularly those designated as critical (i.e., recommendations 2, 6 and 8), 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 UNMIL for the assistance and cooperation provided to the auditors in connection with this audit assignment.

Copy to: Mr. Jean-Marie Guéhenno, Under-Secretary-General for Peacekeeping Operations
Ms. Donna-Marie C -Maxfield, OIC, ASD/DPKO
Mr. Ronnie Stokes, Director of Administration, UNMIL
UN Board of Auditors
Programme Officer, OIOS
Mr. Prances Soosa, Chief Resident Auditor, UNMIL

Office of Internal Oversight Services

Internal Audit Division I



Personnel Vacancy Rate in UNMIL

Audit no: AP2005/626/08
Report date: 22 November 2005
Audit team: Juanita Villarosa, Resident Auditor
Steve Ferrell, Auditor-in-Charge
Heidi Veideman, Audit Assistant

EXECUTIVE SUMMARY
Personnel Vacancy Rate in UNMIL (AP2005/626/08)

OIOS conducted an audit of personnel vacancy rate in UNMIL during January and February 2005. The main objectives of the audit were to ascertain the causes and effects of the high vacancy rate in the Mission and to identify measures for improving the recruitment process at the Mission.

The Mission's overall vacancy rate as at 31 January 2005 was 25% of the authorized strength. An analysis of vacancy rates across sections, however, showed an average of 56% in 21 of 62 sections where at least 41% of all vacancies exist. Thirty-nine or 65% of international vacancies in the Mission were not filled immediately because it took Programme Managers and Section Chiefs an average of 187 days to act on short lists of qualified candidates. Also, in 10 critical posts, requests for short listed candidates were made only in January 2005, which could have been done earlier. In addition, there was insufficient evidence of transparency and objectivity in selection decisions made by the Programme Managers and Section Chiefs because there were no documentation of comparative analysis of the qualifications of short listed candidates vis-à-vis the requirements.

In the case of local staff, 28% of authorized posts were vacant as of December 2004; although as of 28 February 2005, the vacancy rate has been reduced to 16%. The shortage in local staff was not felt because 520 individual contractors and daily paid workers had been hired to reinforce work of some 635 regular local staff. This meant that 45% of UNMIL's local workforce is composed of temporary staff. Relative to this, it was noted that 71% of regular general services staff were formerly daily paid workers and individual contractors, indicating that their hiring may not be considered transparent and competitive since selection is dependent mainly on the manager's discretion and the selected staff was not chosen from a shortlist of candidates. There is also need for the Mission to review its practice of hiring individual contractors and daily paid workers to perform functions which are part of a section's regular functions, which not only circumvents the requirement for a transparent, competitive process for filling regular posts but is also not fair to individuals who receive wages which may not be commensurate with their qualifications and the requirements of the job.

With regard to gender balance, as of 29 January 2005, women occupied only 28% of international posts and 22% of local posts. The Mission needs to make additional efforts to improve gender balance in accordance with the Organization's goal of achieving gender parity.

TABLE OF CONTENTS

Chapter	Paragraphs
I. INTRODUCTION	1 – 4
II. AUDIT OBJECTIVES	5
III. AUDIT SCOPE AND METHODOLOGY	6 – 7
IV. OVERALL ASSESSMENT	8
V. AUDIT FINDINGS AND RECOMMENDATIONS	
A. Staffing of the Personnel Section	9 – 14
B. Vacancy levels and monitoring of vacancy status in the Mission	15 – 23
C. Evaluation of short listed candidates for international posts	24 – 26
D. Recruitment process for international posts	27 – 28
E. Turnover of international staff	29 – 33
F. Vacancy rate for local staff	34 – 41
G. Gender balance and geographical distribution	42 – 45
VI. ACKNOWLEDGMENT	46
Annex I : Analysis of vacancies across sections	
Annex II: Analysis of delays in filling vacancies in international posts at the Mission	
Annex III Analysis of daily paid workers	

I. INTRODUCTION

1. OIOS conducted an audit of the personnel vacancy rate at UNMIL during January and February 2005. The audit was conducted in accordance with the standards for the professional practice of internal auditing in United Nations Organizations.
2. The Mission's Personnel Section is responsible for managing the recruitment of local staff, selection of short listed international staff, extension of staff contracts, reporting on staff performance, staff conduct and behavior, among others.
3. The implementation of an efficient recruitment and hiring system by the Personnel Management and Support Service (PMSS) at Headquarters and by the Personnel Section at the Mission is very important. Failure to implement such system results in delays in filling vacancies, which ultimately results in the Mission's inability to carry out its core functions and mandate.
4. The comments made by the Management of UNMIL on the draft audit report have been included in the report as appropriate and are shown in italics.

II. AUDIT OBJECTIVES

5. 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

6. The audit covered the period from the inception of the Mission on 1 August 2003 to 31 January 2005.
7. The audit focused on civilian vacancies in UNMIL and mainly covered the efficiency and timeliness in filling these vacancies. Interviews were conducted with responsible officials in UNMIL to look into matters related to vacancies and the effect these vacancies had on the efficiency and effectiveness of implementing Mission's activities. The audit also assessed the level of compliance with established procedures for recruitment.

IV. OVERALL ASSESSMENT

8. The audit showed that delays in filling vacancies were primarily due to delays in reaching selection decisions at the level of section chiefs and programme managers. This requires more effective monitoring by the Mission's Personnel Section. The Mission also needs to put in place mechanisms to ensure that recruitment of national staff is conducted in a transparent and competitive manner. There is also a need to review the policy of hiring a large number of daily paid workers for extended periods to perform functions that should ordinarily be performed by regular staff.

V. AUDIT FINDINGS AND RECOMMENDATIONS

A. Staffing of the Personnel Section

9. The authorized and actual staffing of the Section is as follows:

Grade	Authorized	Actual	Variance	Actual Distribution of Staff		
				Int'l Personnel Unit	Local Personnel Unit	CCPO
P-5	1	1	0			1
P-4	2	1	1	1		
P-3	1	1	0		1	
FS/GS	5	5	0	4	1	
UNV	5	2	3	1	1	
LS	12	8	4	4	4	
Total	26	18	8	10	7	1

10. As shown, the International Staff Unit is presently manned by five international staff, one UNV and four local staff. These staff are responsible for personnel activities related to updating of personnel records, leave monitoring, processing of entitlements and other personnel actions for an average of 481 international staff, 120 military staff officers, 206 military observers and 611 civilian police in the Mission as of 31 January 2005.

11. The National Staff Unit is manned by two international staff including the Chief of the unit, one UNV and four local staff. The staff caters to the personnel requirements of some 1,155 local staff including 635 national staff and 520 individual contractors and daily paid workers

12. At the International Staff Unit, one international staff is assigned to take charge of the management of the UNMIL staffing table and vacancy related activities. These activities, until recently, were handled by an administrative assistant assigned to the Office of the former Director of Administration (DOA). The DOA explained that her office took on the function at the time because the Personnel Section was understaffed.

13. As can be noted too, the staffing requirement for international staff has been complied with except for one P-4 while the UNV staffing is short by 3 and that for local staff 4. According to the Chief Civilian Personnel Officer (CCPO), however, there is a need for more international rather than local staff considering the number of Mission staff to be administered. This shortage in international staff, he said, is manifested in staff work overload, which results in slower response time to requests/actions on personnel-related matters.

Recommendation 1

UNMIL Administration should re-assess the international staffing requirements of the Personnel Section, considering that there are no more vacant posts for international staff in the Section except for one P-4 post (AP2005/626/08/01).

14. UNMIL accepted recommendation 1 and indicated that it has been implemented. The Civilian Personnel Section has filled the remaining two of the three UNV positions and all of the local positions and appointed one international GS/FS Personnel Assistant through redeployment of one post to the Section. The then vacant P-4 position (Senior Stress Counselor) has also since been filled. However the P-4 position of Chief, International Staff Unit is vacant with the resignation of the previous incumbent. Efforts are underway to appoint a replacement. The filling of these posts will help the overload and response times. Based on the Mission's response, OIOS has closed recommendation 1.

B. Vacancy levels and monitoring of vacancy status in the Mission

15. A comparison of civilian personnel vacancy rates between July 2004 and January 2005 showed that the Mission's overall vacancy rate has decreased from 35% to 25% or by 10%; however, the vacancy rates across sections (please refer to Annex I for details) averaged 56% in 21 of 62 sections/units. The 147 vacancies in the 21 units/sections represent 41% of total 361 vacancies.

16. Based on the inventory of 60 vacancies pending with the Mission as of 31 January 2005, it appears that in 39 vacancies or 65%, delays in filling vacancies in international posts are caused by delays in the selection process at the Mission level.

17. OIOS' detailed examination of the Mission's process to fill vacancies in international posts (refer to Annex II for details) indicated that shortlists have remained pending with the Programme Managers for an average of 187 days. As a result, candidates may have withdrawn or posts may have to be re-advertised.

18. The lack of follow-up by the Personnel Section on the status of the shortlists furnished to the Programme Managers for action and the lack of any deadline set for submission of recommended candidates are the main causes for the delay in filling vacancies.

Recommendation 2

UNMIL Personnel Section should set deadlines for Programme Managers to submit the name of their recommended candidate based on the shortlist forwarded. Also, UNMIL Personnel Section should implement appropriate monitoring procedures to ensure that the deadlines set are met (AP2005/626/08/02).

19. UNMIL accepted recommendation 2 and indicated that every effort is being made to ensure that Programme Managers submit recommendations for selection in a timely manner and daily follow-up action is undertaken with PMSS in connection with selections submitted. The current SRSG has since requested that procedures be put in place to ensure more transparency – this takes no more than 1 month from receipt of short-lists to selection. Instructions to this effect are being prepared and should be issued shortly. Recommendation 2 remains open pending receipt of a copy of these instructions from UNMIL.

Critical vacancies

20. The Administration identified 22 posts (one D-2, five P-4, seven P-3, six P-2 and three FS) which were considered critical posts. These posts have remained vacant since the Mission's inception (1 August 2003) with the exception of the electoral officer posts, which were only authorized during the current mandate period July 2004 to June 2005. The posts in question therefore have remained vacant for 518 days up until 31 December 2004. OIOS also noted that in 10 of the 60 pending vacancies as of 31 January 2005, requests for candidates for critical posts were sent to PMSS only on 31 January 2005.

21. According to the Administration, certain posts are considered more critical than others since without anyone occupying these posts the Mission will not be able to pursue its programmes effectively. For instance, if electoral officers were not appointed early enough to carry out the preparations for the October 2005 elections, the subject posts would be considered as redundant and useless after the elections. On the other hand, human rights officers are important because of the rampant human rights abuses reported during the past months while Stress Counselor and Assistant Stress Counselor posts are important because of the stressful mission life which may result in poor staff morale.

Recommendations 3 and 4

UNMIL Personnel Section should:

- i. Identify urgently needed posts well in advance and ensure that short lists are received ahead of the anticipated time to ensure that posts are immediately filled (AP2005/626/08/03).
- ii. Ensure that staff assigned to perform vacancy-related functions should constantly communicate with PMSS and that email communications between PMSS and UNMIL are filed to facilitate reference and review (AP2005/626/08/04).

22. *UNMIL accepted recommendation 3 and indicated that all critical vacancies have been identified and positions filled or under processing.* Based on the Mission's response, OIOS has closed recommendation 3.

23. *UNMIL accepted recommendation 4 and indicated that it has been implemented. The Civilian Personnel Section has only one staff member assigned to vacancy-related functions. This staff member communicates on a daily basis with the PMSS and all email communications are currently filed.* Based on the Mission's response, OIOS has closed recommendation 4.

C. Evaluation of short listed candidates for international posts

24. A comparative evaluation worksheet to be filled out by the Programme/Section Chief along with other selected evaluators should, among others, indicate their detailed assessment of each short listed candidate as far as education, work experiences, competencies (based on interview by Mission) and language proficiency are concerned. A summary recommendation sheet should likewise identify the recommended candidate and the alternate candidate.

25. Of 112 case folders processed during the period June, July and August 2004, the required comparative evaluation worksheet was attached only to 13 case folders. Moreover, there were indications that selection was not properly done in the following cases:

- Post # 52095 for the Chief of Staff - the date of appointment was 1 June 2004 but the fax advising the PMSS to recruit him was sent only on 12 June 2004; and
- Post # 50245 for the Logistics Officer/Fuel - he was recruited upon the request of the Manager and there was no indication that other candidates were considered for the post.

Recommendation 5

UNMIL Personnel Section should comply strictly with the required comparative analysis to support the selection of successful applicants from among the shortlist sent by Headquarters. Personnel Section should not act on recommendations given by the Programme Managers without this analysis (AP2005/626/08/05).

26. *UNMIL accepted recommendation 5 and indicated that since the assignment of a staff member to the Civilian Personnel Section to handle vacancy-related matters, the Section has ensured that for all positions, a comparative evaluation of short-listed candidates is prepared in connection with all selections. No recommendations are acted upon in the absence of such a comparative evaluation.* Based on the Mission's response, OIOS has closed recommendation 5.

D. Recruitment process for international posts

27. A complete time lag analysis of the appointments process from the time a vacancy is identified to the time the candidate is offered a post cannot be made because this was not properly documented at the Mission level. However, based on available documents in certain case files examined, OIOS noted that it took between 62 and 130 days, from the time notification is sent to Headquarters that a selection has been made, to the time that the selected staff arrives in the Mission. It also took between 38 and 119 days from the time an offer of appointment is received to the time that the selected staff arrives in the Mission as shown in the table. This indicates that the Headquarters can speed up the process depending on the importance placed on the post requested.

Name	Functional Title	Notified NY of selection	Offer of appointment date	Arrival date	No. of days from notification to arrival date	No. of days from offer to arrival date
Associate Press Officer	Assoc. Information Officer	15 Jun 04	26 Jun 04	8 Sep 04	85	74
Associate RRR Officer	Relief Recovery Rehab. Off.	-	30 Mar 04	27 Jul 04	-	119
Logistics Assistant	Aviation Safety Officer	30 Apr 04	12 May 04	7 Sep 04	130	115
Chief of Staff	Chief of Staff	31 Mar 04	14 Apr 04	1 Jun 04	62	48
Security Officer	Security Officer	-	24 May 04	5 Jul 04	-	42
Electoral Officer	Electoral Officer	31 Aug 04	8 Sep 04	16 Oct 04	46	38
BMU Assistant	BMU Assistant	16 Apr 04	10 May 04	29 Jun 04	74	50
Human Rights Officer	Human Rights Officer	26 Apr 04	20 May 04	21 Jul 04	86	62
Adviser Min. of Justice	Adviser Min. of Justice	14 Apr 04	19 Apr 04	15 Jun 04	62	57

Recommendation 6

UNMIL Personnel Section should vigorously follow up recruitment actions with PMSS to ensure that the selected candidates are deployed as expeditiously as possible (AP2005/626/08/06).

28. *UNMIL accepted recommendation 6 and stated that daily follow-up action is currently undertaken with PMSS to facilitate expeditious deployment of staff.* Based on the Mission's response, OIOS has closed recommendation 6.

E. Turn-over of international staff

29. Based on the statistics furnished by the Personnel Section as of 31 January 2005, turnover of international staff for the period January 2004 to January 2005 ranged from 0.5% to 3.9% per month or 1.7% on an average while that of UN Volunteers ranged from 0.3% to 4.4% per month or 2% on an average.

30. OIOS' analysis of the Summary of Personnel Departures showed that in 79% of the cases, international staff opted to leave the mission. In 74% of these cases, the causes cited can be considered as morale-related since the staff members who could have stayed opted instead to either return to his parent station, to be reassigned to another mission or to resign. In the case of UNVs, analysis showed that 73% of the departures were caused by reasons clearly considered as morale-related.

31. While the average 2% turnover rate of both international staff and UNVs may not be cause for alarm, there is need to seriously address the morale-related causes as these appear to be the main reason why staff leaves the mission.

32. In this connection, a Personnel Morale and Well-Being Survey form developed by OIOS in coordination with the Office of the Chief Administrative Services and the CITS of the Mission will be administered within the year to better understand and identify the morale problems of the

mission for the purpose of addressing them. The results of this survey will be the subject of a separate report.

Recommendation 7

UNMIL Administration should seriously address morale-related causes to staff departures based on the results of the Personnel Morale and Well-being Survey to be conducted by the Mission Administration (AP2005/626/08/07).

33. *UNMIL accepted recommendation 7 and indicated that the conduct of a Personnel Morale and Well-being Survey has not been implemented. At the same time, the Mission has appointed a Senior Stress Counselor and an Assistant Stress Counselor while efforts are continuing to recruit a national Stress Counselor (National Professional Officer) to address the stress/morale issues faced by both national and international staff members of the Mission. Additionally, Staff Welfare activities have been intensified both in Monrovia and the Sectors. Effective 1 November, UNMIL generators will be provided to staff in compounds with more than twenty UNMIL and UN staff. Recommendation 7 remains open pending confirmation by UNMIL that it has been fully implemented.*

F. Vacancy rate for local staff

34. Analysis showed that as of 31 December 2004, 28% of authorized local posts as of June 2005 can be considered vacant, as follows:

Post	Authorized Posts	Actual staff on board as of 31 December 2004	Vacant posts	% of authorized posts
National Officers	43	27	16	37%
Local GS	755	608	147	19%
Total	798	635	154	28%

35. As of 28 February 2005, the vacancy rate has been reduced to 16% after 33 more local general services staff were recruited.

36. The shortage in local general services staff is not felt since the Mission hired individual contractors and daily paid workers to perform clerical and support functions. As of 26 January 2005, the Mission has hired 154 individual contractors and 366 daily paid workers or a total of 520 short-term staff to offset the shortage in regular local staff.

37. Based on personnel records, as of audit date, general services staff consist of 450 former temporary hires (304 daily paid workers and 146 individual contractors) and only 184 external recruits. This means that 71% of general services staff were former daily paid workers and individual contractors before they were regularized, indicating that the hiring process for 71% of general services staff could not possibly be considered as transparent and competitive. As such, even the work competence of the staff could not be ensured because selection is dependent mainly on the manager's discretion, without going through the competitive process.

Recommendation 8

UNMIL Administration should ensure that national staff are recruited through a transparent, competitive process including issuance of vacancy announcements, a documented comparative evaluation of candidates' qualifications and experience, and the basis for selection with reference to evaluation criteria for the posts (AP2005/626/08/08).

38. *UNMIL accepted recommendation 8 and indicated that currently, recruitment of national (staff) is done only after a comparative evaluation of candidates by the Programme Manager of candidates provided from a roster of candidates maintained by the National Staff Unit. Given the existence of this roster vacancy announcements are not posted for national staff, except for National Professional Officer posts. OIOS acknowledges UNMIL's action in conducting comparative analysis as part of the recruitment process but believes that issuing vacancy announcements for national staff would further enhance transparency of the recruitment process. Recommendation 8 remains open pending confirmation by UNMIL that it has been fully implemented.*

Daily paid workers

39. OIOS' analysis (please refer to Annex III) also showed that the Mission hired daily paid workers for work considered as main functions of the sections concerned. Using daily paid workers as Transport Section drivers pose grave risk to UN personnel and the drivers themselves. This is because while they perform the main work of the Section, which is to transport UN personnel and property, they cannot be and are not qualified for insurance in case of accidents. According to the Chief of Transport, daily paid contract drivers must sign a waiver for claiming insurance so that in case of accidents no compensation can be claimed from the UN because daily paid are not considered as staff members. Moreover, hiring daily paid electricians, mechanics, plumbers, masons, carpenters and painters for a period of 5 to 25 months indicates that construction work for the Engineering Section is ongoing for the whole year. For instance, 15 daily workers have been doing painting jobs daily for the last 14 months and that 17 plumbers have been doing plumbing on a daily basis for the last 13 months.

40. There is no evidence that the Mission reviewed its local requirements with the intention to increase local posts. Instead, the Mission allowed the practice of hiring individual contractors and daily contract workers even for functions which are best performed by regular staff.

Recommendation 9

UNMIL Administration should thoroughly review its local staff requirements particularly for individual contractors and daily paid workers employed for long periods of time and jobs required to be performed by regular national staff (AP2005/626/08/09).

41. *UNMIL accepted recommendation 9 and indicated that the Civilian Personnel Section*

has ceased to recruit daily paid workers. There still remains personnel on IC contracts. These are mainly workers performing janitorial services (soon to be covered under a management contract), Security Officers in the Regions who could not be covered under the existing contract covering such personnel in the Monrovia and some personnel with the Transport and Engineering Sections performing continuing core functions for which additional posts have been requested in the 2006/2007 budget. Based on the Mission's response, OIOS has closed recommendation 9.

G. Gender balance and geographical distribution

42. As required in paragraph 3, Article 101 and Article 8 of the United Nations Charter, the selection of staff must be made with due regard to the principle of equitable geographical distribution and gender equality. OIOS' analysis showed that as of 29 January 2005, only 28% of international posts and 22% of local posts are occupied by women, as indicated in the following table:

International Staff

Level/Category	Authorized Posts	On board Total	% of women on board
USG	1	1	0
ASG	3	3	0
D-2	5	2	50
D-1	11	9	22
P-5	34	29	24
P-4	105	75	12
P-3	116	70	34
P-2	35	21	33
FS	235	200	22
GS	72	54	76
SS	18	14	8
Total	635	481	28%

43. Women accounted for 76% of international general services staff but only 12% to 33% of professional staff. The gender imbalance is also evident in the national category of staff:

Local staff

Category	Authorized posts	On board total	% of women on board
National Professional	43	27	15
General Services	755	613	22
Total	798	640	22%

44. With regard to geographical distribution of international staff, OIOS noted a diverse balance. International staff members came from 108 countries with 30 percent of staff belonging to African countries, 34 percent from developed countries and 35 percent from developing countries.

Recommendation 10

UNMIL Administration should make additional efforts to improve gender balance, particularly in the Professional category, in accordance with the Organization's goal of achieving gender parity (AP2005/626/08/010).

45. *UNMIL accepted recommendation 10 and indicated that the mission does encourage Programme Managers to identify and select a greater number of women candidates. With respect to staff in the Professional category, the mission has no delegated recruitment authority for internationally-recruited staff and mechanisms such as targeted searches would mainly fall within the authority of the DPKO which is responsible for the identification and technical clearance of candidates and establishment of short-lists of candidates from which selections by Programme Managers are made following interview and comparative evaluation. As part of the instructions to be shortly issued by the SRSG on recruitment of international staff, Programme Managers will be encouraged to give preference to equally qualified or substantially more qualified women candidates. Recommendation 10 remains open pending confirmation by UNMIL that it has been fully implemented.*

VI. ACKNOWLEDGEMENT

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



Patricia Azarias, Director
Internal Audit Division-I, OIOS

Analysis of Vacancies Across Sections

Section	No. of vacant posts	%age of vacancy	No. of authorized posts
Office of the Chief of Staff	6	43	14
Communications and Public Information	3	100	3
Office of DDR	4	50	8
Legal Adviser	2	50	5
ECOWAS Liaison Office	1	100	1
ECOWAS Liaison Office (Abuja)	4	100	4
Office of the Deputy SRSG-Operations and Rule of Law	3	60	5
Legal & Judicial System	21	55	38
Electoral Advisory Unit	33	66	50
Resources Mobilization	2	50	4
Integrated Humanitarian/NGO Liaison	1	50	2
Contracts Management Unit	1	50	2
Regional Administrative Offices	13	59	22
Air Safety Unit	2	50	4
Medical Unit	10	50	20
General Services Section	2	50	4
Accommodation Unit	2	40	5
Assets Disposal Unit	6	86	7
Contingent Owned Equipment Unit	8	47	17
Airfield Services Unit	2	50	4
IT Unit	21	54	39
Total	147	56%	258

Annex II

Analysis of Delays in Filling Vacancies in International Posts at the Mission

Post No.	Functional title	Shortlist sent by HQ on	No of days pending as of January 31, 2005	Status as of January 31, 2005
50202	Special Asst. to the COS	May 14 with follow-up on January 5	257 days	For readvertisement as of email dated 29 Jan. 2005.
50153	Prosecutorial Advisor	June 2	239 days	For readvertisement, shortlist pending
49149	Director of Relief & Rehabilitation	April 2	299 days	Request to readvertise sent Jan. 19, 2005
49198, 50186	RRR Officer	March 6	325 days	Incoming candidate selected
49199	Programme Planning & Assessment Officer	March 6	325 days	Reminder sent to Programme manager only on Jan. 28, 2005
49227, 50267, 50268, 50269, 50270, 50271, 50274	Supervisor, Special Investigations Unit	June 4	237 days	Selection was done only on Jan. 31, 2005
50291	Supervisor	August 5	146 days	Selection fax still being prepared
49255	Associate GS Officer	July 7	204 days	Reminder sent to programme manager only on Jan. 29, 2005
49386	PCIU Assistant	Oct. 8	83 days	Request for shortlist to be resent
49228	Claims/property survey officer	March 6	325 days	Reminder sent to programme manager only on Jan. 29, 2005
48580	Resource Coordination & Operations Officer (Military)	Oct. 1	90 days	Request for shortlist to be resent
49208	Logistics officer	Oct. 1	90 days	Encumbered
49235	Logistics Officer	Oct. 1	90 days	Candidate selected
50243	Supply Officer	Oct. 1	90 days	Shortlists sent were for Logistics officer, shortlists sent three times already
48600	Logistics Officer	Oct. 1	90 days	Request for shortlist to be resent
49210, 49251, 48602, 50246	Movement Control Officer	Sept. 21	100 days	Candidates selected and all withdrew
49337	Warehouse Assistant	Aug. 3	148 days	Candidate selected
49239 49240	Transport fleet Officer	May 5	236 days	Request for shortlist to be resent
49242	Contracts Administrator	Aug. 3	148 days	Awaiting different shortlist for meteorologist
50352	Contracts Administration Asst.	Sept. 14	107 days	On loan to personnel. Candidate selected
49257, 49258	Associate IT Officer	March 3	298 days	New CITS chief requires no action taken at this time
50319, 49372	BMU Assistant	Aug. 20	131 days	Request for shortlist to be resent
50353	BMU Assistant	March 17	284 days	Request for shortlist to be resent
50354	BMU Assistant	March 17	284 days	Request for shortlist to be resent
49378	Camp Mgmt. Asst.	March 17	284 days	Request for shortlist to be resent
49254	Chief Asset Disposal Unit	Oct. 8	83 days	Request for shortlist to be resent
	Average		187 days	

Analysis of Daily Paid Workers

Posts	Number of daily paid workers	Transport Section/including fuel unit	Engineering Section	ISS	General Services
1. Heavy/light duty drivers	53	50	2		1
Average no. of months with UNMIL		11 months	14 months		5 months
2. Electricians	22		22		
Average no. of months with UNMIL			5 months		
3. Auto electrician	6	6			
Average no. of months with UNMIL		8 months			
4. Mechanics	14	3	11		
Average no. of months with UNMIL		4 months	12 months		
5. Plumbers	17		17		
Average no. of months with UNMIL			13 months		
6. Masons	31		31		
Average no. of months with UNMIL			11 months		
7. Carpenters	39		39		
Average no. of months with UNMIL			25 months		
8. Painters	15		15		
Average no. of months with UNMIL			14 months		
Total	197				
% to total 366 daily paid workers	54%				