

#### UNITED NATIONS

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# INTERNAL AUDIT DIVISION I OFFICE OF INTERNAL OVERSIGHT SERVICES

AUD-7-1:6 ( 0 / 2 \( \)/05) Reference: 25 February 2005

To: Ms. Sandra Haji-Ahmed, Director

Operational Services Division, OHRM

Ms. Rosemary McCreery, Assistant Secretary-General Through:

for Human Resource management

From:

Patricia Azarias, Director
Internal Audit Division I, OIOS

OIOS Audit No. AH2004/512/02A: Review of the Galaxy system Subject:

- I am pleased to present herewith our final report on the subject audit. I would like 1. to thank you for the comments that you sent us in your communication dated 18 February We have included your comments in the report after the respective 2005. recommendation.
- Since you plan to implement the recommendations during 2005-2006, we are 2. keeping them open in our database pending the receipt of documentation supporting the actions taken to implement them.
- 3. IAD I is assessing the overall quality of its audit process. I therefore kindly request that you consult with your staff who dealt directly with the auditors and complete the attached client satisfaction survey form at your earliest convenience.
- I would like to thank you and your staff for the assistance and co-operation 4. provided to the auditors.

Copies to:

C. Bertini J. M. Guehenno **Board of Auditors** Programme Officer, OIOS

# United Nations Office of Internal Oversight Services Internal Audit Division I



Audit subject: Review of the Galaxy system

**Audit No.:** AH2004/512/02A

**Report date:** 25 February 2005

Audit team: Leonard Gauci, Auditor-in-Charge

# OIOS review of the Galaxy system Executive Summary

In its review, OIOS focused on the Galaxy e-staffing system and project from the governance, project planning and ICT aspects since the functionality features were undergoing a detailed review by OHRM following comments submitted by Departments and Offices.

Galaxy is now established as one of the Organization's core application systems and should be endorsed by the Project Review Committee of the Secretariat's Information and Communications Technology Board (ICTB).

OIOS is of the opinion that the case for incorporating Galaxy as a module of the Integrated Management Information System (IMIS) should be given serious consideration. This would make it easier to avoid duplication of functionalities and data capture and fits in well with the proposed move of certain support functions from DPKO to the Information Technology Services Division (ITSD).

A well-defined governance framework covering maintenance and future system development needs to be established. A strong governance structure would see that Galaxy remains the core staff selection system until a decision to move away from it is taken at the ICTB level and that the various Offices and Departments which form part of the Secretariat do not take a unilateral decision and adopt other systems.

OIOS agrees with the proposed migration of the development, maintenance and support functions which to date have been provided by DPKO to ITSD. However, this transfer should not be affected until ITSD are in a position to assure a continued level of service. The working arrangements between the Operational Services Division and ITSD and the respective responsibilities should be defined in a Memorandum of Understanding. The role of United Nations International Computing Centre staff who will continue to provide services related to Galaxy should also be defined in a Memorandum of Understanding.

Funding for future maintenance and projected development work as well as staffing levels needs to be secured. As owners of the system, OSD/OHRM should monitor the time spent by all contributors to the Galaxy project.

OIOS sees value in OHRM exploring how the various users of Galaxy within the UN System can be brought together through a Common Service Agreement and seek the contribution of these bodies to the funding of such an Agreement.

OIOS also proposes the setting up of Substantive Interest Groups that will provide a forum for users and the technical team to see how best to address system problems and enhance the system.

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#### I. INTRODUCTION

- 1. The audit was conducted between April and September 2004 at the United Nations Headquarters in New York in accordance with the International Standards for the Professional Practice of Internal Auditing, promulgated by the Institute of Internal Auditors and adopted by the Internal Audit Services of the United Nations Organizations.
- 2. The Galaxy electronic staff selection system (Galaxy Release 1 or e-staffing system) was developed in accordance with resolution 55/258 of the General Assembly, and entered into force on 1 May 2002. It integrates recruitment, placement, managed mobility and promotion of United Nations staff and consists of three main sections vacancy announcement, selection process and a reporting facility. It has been implemented in 41 duty stations including all seven overseas-established offices, 15 peacekeeping missions, the two Tribunals and departments at Headquarters. WHO, WFP, UNOPS, and ILO are using it, and ICC and the Hague Tribunal are expected to start making use of the system in 2005. It has been endorsed by the General Assembly as the standard electronic staff selection tool of the Secretariat within the context of the Secretary-General's reform of OHRM. During the biennium 2004-2005, it is projected that about 1,200 vacancy announcements will be issued and approximately 100,000 applications per year will be reviewed and evaluated through this system.
- 3. While seeking to enhance the e-staffing system, there is on-going work with regard to the development and implementation of Galaxy Release 2. This release is wider in scope and aims to complete those parts of the Human Resources life cycle from recruitment to separation that are not covered by the IMIS system. The main functionalities planned to be included in Release 2 are: e-Offer, e-Clearance, e-Induction, e-Contact, e-Benefits, e-Consultants and e-Separation. Other modules envisaged for Galaxy include Inquiry Management, Travel and Placement Management as well as Employee/Promotion/Training and Career Development Management.
- 4. Unless otherwise indicated, the term "Galaxy" in this report refers to both the estaffing system and the Galaxy project as a whole.

### II. AUDIT SCOPE, OBJECTIVES AND METHODOLOGY

- 5. The audit focused on the e-staffing system that is implemented at UN Headquarters and the Galaxy project from the governance, project planning and Information and Communications Technology (ICT) point of view. It did not examine the functionality aspects of the system. Concurrently with the audit, OHRM was undertaking a detailed review of this area based on comments submitted by Departments and Offices, including OIOS, and further work would have resulted in duplication.
- 6. OIOS examined the adequacy of the current arrangements for technical support and monitoring of the system, the coordination of efforts to ensure that data is only captured once and the interfaces with other core UN systems are adequately defined, and

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<sup>&</sup>lt;sup>1</sup> A/58/6 (Sect. 29C) para. 29C.22 (b)(ii) c

that a mechanism that effectively captures the concerns of Galaxy users and implements corrective action is in place.

7. The review was based on a series of questionnaires and interviews with key personnel involved in the information and communications technology function. OIOS also reviewed supporting documentation and current practices relevant to the audit objectives.

#### III. FINDINGS AND RECOMMENDATIONS

#### A. Formalization of Galaxy as a corporate system

- 8. The Galaxy system has been running for more than two and a half years without a specific budget for its development and maintenance. No resources were allocated from the Regular Budget. This is because funds for the development and support of Galaxy have been provided by the Department of Peacekeeping Operations' Communications and Information Technology Service (hereinafter referred to as DPKO) from the Support Account without these resources having been identified specifically in the DPKO budget submissions. OIOS feels that since Galaxy has become one of the core systems used by a number of organizational units that make up the Secretariat, OHRM/OSD should take steps to have it endorsed as such by the Project Review Committee of the Secretariat's Information and Communication Technology Board even if this is done retroactively. This would also help the Department of Management's Information Technology Services Division (ITSD) and OHRM/OSD strengthen the business case when submitting a request for resources to the General Assembly.
- 9. OIOS looked into the possible alternatives to Galaxy at this point in time. OSD said that the long-term ICT strategy does not include plans for the eventual replacement of Galaxy since this has been developed as a flexible and scalable program that is based on an open technical architecture. Management's plans are to continue refining and developing the system as the Organization's human resources policies evolve. OIOS agrees with the strategy of applying technologies that make it easy to modify and expand a system in order to adapt it to the latest available technologies.
- 10. It also does not appear to be justifiable from a cost perspective for the Organization to immediately prepare to move away from Galaxy to some other alternative system. Apart from the additional costs of an evaluation and selection process, the implementation of a commercially available application system would very likely cost more than the continued development and enhancement of Galaxy. In addition, these systems are commonly purchased together with a licensing agreement that requires the licensee to pay an annual licensing fee. Industry benchmarks indicate that this fee works out at about 15 per cent of the cost of purchasing the system. Studies indicate that maintenance could account for as much as 36 per cent of the cost of a mission-critical application. Continued vendor support is, in most cases, dependent on the licensee installing the mandatory software upgrades supplied by the vendor. New investment will need to be made in training the end users.

#### **Recommendation 1**

As the owners of the system, OHRM, through the director, Operational Services Division, should seek the formal endorsement of the Galaxy system by the Project Review Committee of the Secretariat's Information and Communication Technology Board (AH2004/512/02A/01).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS takes note of management's response. It will keep this recommendation open pending the receipt of documentation showing the formal endorsement of the Galaxy system by the ICTB's Project Review Committee.

11. The functionalities of the Galaxy system make it more appropriate to be incorporated as a recruitment module within the Integrated Management Information System (IMIS) rather than as a stand-alone system. This would make it easier to avoid duplication when it comes to the setting up and capture of data, and the interfacing of data with other UN systems. It would also fit in well with the move towards ITSD for technical support since IMIS Service forms part of this Division. In fact ITSD stated that when Galaxy falls under their responsibility, IMIS Service would ensure that a correction in Galaxy would be reflected in IMIS with no duplication of data arising.

#### Recommendation 2

OHRM, through the director, Operational Services Division, should liaise with the Information Technology Services Division to assess the feasibility of incorporating Galaxy as a module within the Integrated Management Information System (AH2004/512/02A/02).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending the receipt of documentation related to the assessment.

#### B. Governance structure

12. A draft document dated August 2001 provided to OIOS states that the owner of Release 1 of the Galaxy system is the Office of Human Resources Management, represented by the Director, Operational Services Division<sup>2</sup>. Governance is being

<sup>&</sup>lt;sup>2</sup> Galaxy Project Statement of Work: A Strategic Partnership between the Office of Human Resources Management (OHRM) and the Department of Peacekeeping Operations (DPKO) para.2

provided by the Director of OSD who consults with relevant substantive and technical units as required. Meetings are held between representatives from OSD, DPKO and ITSD on various ICT matters. Plans for the development, maintenance and support of the Galaxy system are coordinated during these meetings.

- 13. OIOS is of the opinion that the question of governance and the role that OHRM/OSD, DPKO, ITSD and user representatives would play in the governance framework for the development and maintenance of Galaxy needs to be better defined and formalized. This is even more important at this stage when the transition of support from DPKO to ITSD is taking place (paragraphs 19 to 22).
- 14. Without a strong governance structure, there is a risk that Galaxy will not remain the core staff selection system within the Organization and Departments and Offices, even within the Secretariat, may move away from Galaxy and adopt other systems. A proper governance framework for Galaxy would also enable management to make better decisions about securing the critical system and data information while effective IT governance would ensure that as an IT project, Galaxy remains aligned with the objectives of the Organization and deliver the expected results within the approved budget.
- 15. The governance structure should define the governance framework over the development and maintenance of the Galaxy system, at least up to the end of the 2006-2007 biennium. The framework should also provide a mechanism for the various groups of Galaxy users to work with the technical people to assess and prioritise modifications and enhancements to the system. It should also formally define data and system ownership.

#### **Recommendation 3**

OHRM should draw up and implement a governance framework for the Galaxy system. This framework should ensure that Galaxy remains the core staff selection system for the UN Secretariat until such time as the Information and Communications Technology Board decides that it is opportune to seek a replacement. The governance framework should also define system and data ownership, provide an effective means to monitor the project and ensure the continued availability of the system and the integrity of its data (AH2004/512/02A/03).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending the receipt of documentation related to the implementation of a governance framework.

# C. Strategic plan for Galaxy

- 16. There is currently no documented and approved long-term strategic plan that articulates the Organization's vision and commitment regarding Galaxy. OIOS was provided with a draft Statement of Work between OHRM and DPKO<sup>3</sup>. This document is dated August 2001 and rather than a strategy document, it provides details of the architecture and functionalities of Release 1 of the system. In the absence of a strategic plan, the scope and general direction of the Galaxy system has not been clear for periods beyond the end of the current biennium.
- 17. Notable areas that need to be properly addressed include:
  - Whether to leave Galaxy as an independent system or incorporate it as an IMIS module (para. 11 above).
  - The transfer of the role of DPKO to ITSD (paras. 19 22).
  - Funding (paras. 23 27).
  - Staff resources (paras. 28 31).
  - Timelines for implementing various components of the Galaxy project.
- 18. The absence of a long-term strategy for Galaxy also makes it difficult to identify and plan for acquisition of resources with the result that this process may be initiated relatively late resulting in delays in implementation.

#### **Recommendation 4**

OIOS recommends that the Operational Services Division develop a rolling strategic plan for Galaxy covering the next two biennia. This plan should be approved by the ASG, OHRM and endorsed by the Project Review Committee of the Secretariat's Information and Communications Technology Board. The plan should address all areas of data interchange and interfacing with other systems and the implementation of Galaxy at other sites. It should be supported by details specifying deliverables, timing and resource requirements (AH2004/512/02A/04).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending receipt of a copy of the strategic plan for Galaxy.

<sup>&</sup>lt;sup>3</sup> Galaxy Project Statement of Work: A Strategic Partnership between the Office of Human Resources Management (OHRM) and the Department of Peacekeeping Operations (DPKO)

# D. Transfer of the Galaxy development, maintenance and support functions from DPKO to ITSD

- 19. The plans to transfer the development, maintenance and support functions for Galaxy from DPKO to ITSD have governance, strategic and funding implications. These are discussed in the following paragraphs.
- 20. OSD is negotiating the transfer of the support and maintenance of Galaxy from DPKO to ITSD. At the beginning of September 2004, this move was still in the early planning stages and limited to informal meetings between officials from DPKO's CITS and ITSD. The first key step, that of an in-depth briefing on the system's functionalities and technological aspects to ITSD staff so that ITSD management can determine whether they can take over the support function and the resources to do so still had to take place.
- 21. OIOS agrees with the strategy to transfer the Galaxy development, maintenance and support functions to ITSD because Galaxy is common UN system and it has links to IMIS, which falls under ITSD. While the specifications, design and policies pertaining to the system were developed and translated into technology requirements by OHRM staff, DPKO staff and staff from the United Nations International Computing Centre (ICC) contracted to DPKO have undertaken the programming and development of the system. Galaxy will require on-going maintenance in order to keep abreast changes in the Organization's rules and regulations as well as technological developments.
- 22. Given the magnitude and unique characteristics of the system, a number of important issues need to be resolved to ensure the continued availability of the system to its users. These include:
- (a) Formalizing a plan for the transfer of the role of DPKO to ITSD.
- (b) Determining the optimal staffing levels required to support the continued development and maintenance of Galaxy. (ITSD estimate that the system will require between 11 and 15 staff members to maintain and run).
- (c) Ensuring that ITSD have the resources, commitment and expertise to provide a timely and consistent level of maintenance and technical support to system users at least equal to what is currently being provided by DPKO before the functions are migrated.
- (d) Establishing timelines.
- (e) Clearly define the working arrangements between OHRM/OSD and ITSD, and the respective responsibilities and incorporate them in a Memorandum of Understanding, supported by Service Delivery Agreements as required.
- (f) Define, possibly through a separate Memorandum of Understanding, the role of staff contracted from ICC that are currently serving with DPKO and providing services related to Galaxy (such as configuration management and Help Desk support). While doing this, it may be more practical to have these staff report directly to OSD/HRITS than to ITSD, avoiding a "middle party" between the programmers and the owners of the system.
- (g) Finally, the transfer of the role of DPKO to ITSD needs to be formalized and incorporated into the strategic plan for Galaxy.

This transfer also has funding implications. These are discussed under the following section.

#### Recommendation 5

The Operational Services Division should carry out a study to determine the optimal staffing levels required to support the continued development and maintenance of Galaxy (AH2004/512/02A/05).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD and in cooperation with ITSD and DPKO.

OIOS will keep this recommendation open pending receipt of documentation relating to the study on optimal staffing levels.

#### Recommendation 6

The Operational Services Division should take the lead to formalize a plan for the transfer of the role of DPKO to ITSD. This plan should define the roles and responsibilities of the respective parties and should include a timetable with key milestones for the handing-over of the functions currently being undertaken by DPKO to ITSD (AH2004/512/02A/06).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS takes note of management's response. It will keep this recommendation open pending receipt of a plan detailing the transfer of roles from DPKO to ITSD.

#### Recommendation 7

The transfer of the roles currently undertaken by DPKO to ITSD should not finalized until the Operational Services Division has assurance that ITSD will be able to provide the support required to keep the system running at the current levels and development will be in line with approved project plans (AH2004/512/02A/07).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD and in cooperation with ITSD and DPKO.

OIOS takes note of management's response. It will keep this recommendation open pending receipt of documentation evidencing assurance of adequate support by ITSD.

#### **Recommendation 8**

The Operational Services Division should take steps to define its working arrangements with ITSD and the respective responsibilities in a Memorandum of Understanding. OSD should also complete a Memorandum of Understanding with the United Nations International Computing Centre defining the role of the latter staff who will continue providing services related to Galaxy (AH2004/512/02A/08).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending the receipt of copies of MOUs with ITSD and ICC.

#### E. Funding

23. Funds for the development and support of the Galaxy system have been provided and managed by DPKO. The table below indicates the costs projected up to the end of this year<sup>4</sup>:

Release 1	1 April 2001 - 30 April 2002	\$832,572.00
Release1 - enhancements	1 May 2002 - 31 Dec. 2002	\$674,250.00
Release 1A	1 Jan 2003 - 30 June 2003	\$662,536.00
Release 2	1 July 2003 - 31 Dec 2004	\$1,731,105.00
1 May 2002 - 30 June 2002	\$848,187.00	)
1 July 2003 - 30 June 2004	\$432,008.00	)
	2005.400.00	
Hardware	\$395.190.00	)

Hardware	\$395,190.00
Software	\$244,457.00

Supplies & Ancillaries	\$220,000.00

24. The latest report of the Secretary-General on the progress in implementing the information and communications technology strategy<sup>5</sup> lists OHRM as the body responsible for Galaxy Release 2. However, funding for Galaxy will only be incorporated in the OHRM/OSD budgets for the 2006-2007 biennium at the earliest.

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<sup>&</sup>lt;sup>4</sup> OHRM response to ACABQ dated 23 May 2003

<sup>&</sup>lt;sup>5</sup> A/59/265 of 3 September 2004

DPKO will continue to provide funds for Galaxy at least up to the end of their current financial year, i.e. 30 June 2005. The fact that as of 1 July 2004 DPKO have formally adopted the Galaxy system may make the extension of this funding, at least for the six months July to December 2005, easier, thereby putting less pressure to finalize the handing-over of the tasks currently undertaken by DPKO to ITSD.

- 25. OSD informed OIOS that for 2004, it only has the funds and the commitment to develop and implement the e-Contact and e-Benefits functionalities of Release 2. Development of the other functionalities and modules will not take place before 2005. A number of components within Galaxy-R2 therefore depend on the availability of funds and a strong business case will need to be made to obtain the necessary funding.
- 26. Linked to this, there should be a clearly defined point when any one of the Galaxy components or its releases has been completed as a project and is now being provided as a service or operation. Once this is the case, funds for operating the component or release and for the related maintenance and enhancement work should be provided for separately in the regular budget from those for development.
- 27. The e-staffing system has been established as an OHRM service and the Office should budget adequate funds to cover the costs of on-going maintenance to keep up with requests from users for enhancements and technical advances. Without these funds, the e-staffing system will risk becoming outdated before serving its full potential.

#### **Recommendation 9**

OHRM/OSD should determine the total funding requirements for Galaxy, analysed between costs for maintenance and enhancements, and those for development and implementation, according to component, and:

- (a) Incorporate these requirements in the proposed programme budget of OHRM for the 2006-2007 biennium; and
- (b) Liaise with DPKO to plan for funding related to Galaxy that will be required for the six-month period 1 July 2005 to 31 December 2005 (AH2004/512/02A/09).

Management response: Accepted.

Implementation: funding requirements will be determined in cooperation with ITSD and DPKO, and approval of the General Assembly will be sought by the end of 2005.

OIOS will keep this recommendation open pending the receipt of documentation showing funding arrangements.

#### Recommendation 10

As owners of the system, and the party responsible for submitting future budgets, OHRM should implement procedures to keep track of the total cost of developing, implementing and providing support for the Galaxy system as well as the source of funding (AH2004/512/02A/10).

Management response: Accepted.

Implementation: during 2005-2006, in conjunction with the migration of the Galaxy support from DPKO to ITSD.

OIOS takes note of management's response. It will keep this recommendation open pending receipt of a documentation outlining the implemented procedures.

#### F. Staff resources

- 28. At the time of the audit, OSD's HRITS had 8 professional posts (2 of which were vacant) and 12 general service staff. No staff resources were directly assigned to the Galaxy project. A number of staff were contributing their time in addition to their regular functions. These were two professional staff, two general service staff assigned to the Galaxy Help Desk, and four General Service staff from the IMIS Help Desk.
- 29. OSD, as owners of the system on behalf of OHRM will need to exercise a strong quality assurance function over all the software releases and modifications. There will be an increase in the demand for time on staff providing services to the Galaxy project during the migration of tasks from DPKO to ITSD. There is also likely to be more pressure on staff resources in providing user support, training and updating of documentation.
- 30. OSD/HRITS have only been monitoring the time spent by their staff on the Galaxy project. In order to properly manage the Galaxy system and project, OSD should implement procedures to monitor the time charged by all contributors to the system. Furthermore, in the absence of monitoring tools such as time records, it is difficult to establish whether there is a shortage in personnel and if so to quantify the resources required.
- 31. OIOS is of the opinion that the introduction of individual work plans and time records will help management to make an informed case for requesting additional posts, the services of consultants or funds for the outsourcing of services. This will also provide management with a tool to monitor actual costs to develop and implement individual systems against the approved budget and to identify delays in specific areas as a result of shortage of staff

#### **Recommendation 11**

The Operational Services Division should introduce individual work plans and time records and use them for analyzing the adequacy of resources for implementing the planned tasks (AH2004/512/02A/11).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending receipt of a documentation showing the procedures that have been implemented.

#### **Recommendation 12**

As owners of the system, OSD/OHRM should monitor the time spent by all contributors to the Galaxy project (AH2004/512/02A/12).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending the receipt of documentation evidencing its implementation.

#### G. Establishing a Common Service

- 32. As noted in the introduction (para. 2), the e-staffing system covers a large client base. With the development of the e-staffing system complete, the support function to the user community takes on a more important role. The Secretary-General has been requested to offer the use of Galaxy to other bodies within the UN common system.
- 33. OHRM/OSD does not have a Common Services Agreement with the UN that defines OSD/HRITS as a central maintenance and support unit for Galaxy, and defines its service to the Secretariat, OAHs and other parties using Galaxy.
- 34. OIOS is of the opinion that OHRM should seek ways of how the system users could benefit from a common service and explore the feasibility of establishing a form of such a service with membership and funding by the various UN bodies making use of Galaxy. Such an agreement would establish OSD as a central maintenance and support unit, offering services to the representative bodies of users and would help to coordinate future development and maintenance of the Galaxy system.
- 35. As the owners of the system, OSD will be presenting the budget for Galaxy on behalf of OHRM. If a Common Services Agreement is established, there is a possibility of obtaining the funding of new posts from the UN bodies under this agreement. A study should therefore be undertaken to establish the minimum level of staffing required for OSD to be able to deliver the services defined in such an agreement and recommend what contribution each party should make in terms of posts for the central support team.

#### **Recommendation 13**

OHRM should establish a working group to draw up a report on how Galaxy can be best utilized as a Common

Service within the United Nations Organization and define the roles and responsibilities of users and providers of the service in a Common Services Agreement (AH2004/512/02A/13).

Management response: Accepted.

Implementation: OHRM will continue to explore possibilities with other UN agencies, funds and programmes.

OIOS takes note of management's response. It will keep this recommendation open pending a review of the actions taken by OHRM regarding the establishment of a Common Services Agreement for Galaxy.

#### **Recommendation 14**

OHRM should undertake a study to establish the optimum level of staffing required to deliver its services to users of the Galaxy system and seek the contribution of those funds and programmes and other UN bodies using Galaxy to the funding for the Common Services Agreement (AH2004/512/02A/14).

Management response: Accepted.

Implementation: during 2005-2006, in the context of the migration of Galaxy support from DPKO to ITSD.

OIOS will keep this recommendation open pending the receipt of documentation related to the study.

#### H. Addressing user concerns

- 36. In March 2004, the Office of the Secretary-General called upon members of the Senior Management Group to submit their views on the e-staffing system. A number of weaknesses and concerns of users were subsequently brought to the attention of OHRM/OSD. Some of the measures required to address these weaknesses, such as the preparation of the technical documentation, have been taken in hand. The development of certain features that are currently lacking in the system will also require an input from DPKO, ITSD and possibly IT consultants.
- 37. OIOS is of the opinion that there should be a forum where the concerns of users can be regularly brought to the attention of the system owners and programmers. It sees value in the setting up of a body such as a Substantive Interest Group (SIG) whose role would be that of providing a means for users and the Galaxy Team (OHRM/OSD, DPKO and ITSD) to identify, assess and prioritise modifications and enhancements to Galaxy.

38. As the Galaxy user community within the UN organization continues to grow, with representatives from all UN Secretariat departments and participating UN funds and programmes and agencies. SIGs would provide an important interface to ensure the system continues to meet the requirements of its users and to improve communication with users; something that may have been lacking in the past.

#### **Recommendation 15**

OHRM should consider the setting up Substantive Interest Groups for Galaxy, the role of which would be to provide a regular forum where users can bring to the attention of and discuss with the Galaxy technical team matters relating to weaknesses and enhancement to the Galaxy system (AH2004/512/02A/15).

Management response: Accepted.

Implementation: during 2005.

OIOS takes note of management's response. It will keep this recommendation open pending the receipt of documentation evidencing the establishment of Substantive Interest Groups.

#### IV. ACKNOWLEDGEMENT

39. We wish to express our appreciation for the assistance and cooperation extended to the auditors.

Patricia Azarias, Director Internal Audit Division I/OIOS

# United Nations

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# OIOS/IAD-1 Client Satisfaction Survey

The Internal Audit Division-1 is assessing the overall quality of its audit process. A key element of this assessment involves determining how our clients rate the quality and value added by the audits. As such, I am requesting that you consult with your managers who dealt directly with the auditors, and complete the survey below. I assure you that the information you provide will remain strictly confidential.

Audit Title & Assignment No.: Review of the Galaxy system (AH2004/512/02A

By checking the appropriate circle please rate:		1 (poor) 2		3	4(excellent)
1.	The extent to which the audit addressed your concerns as a programme manager.	С		$\bigcirc$	$\bigcirc$
2.	The audit staff's understanding of your operations and objectives.	C		$\bigcirc$	$\bigcirc$
3.	The professionalism of the audit staff (communications, integrity, professional knowledge and responsiveness)	C		$\bigcirc$	$\circ$
4.	The quality of the audit report in terms of:				
	accuracy and validity of findings and conclusions	$\bigcirc$	$\bigcirc$	$\bigcirc$	$\bigcirc$
	clarity and conciseness	$\circ$	$\bigcirc$	$\bigcirc$	$\bigcirc$
	balance and objectivity	$\circ$	$\bigcirc$	$\bigcirc$	
	timeliness	$\circ$	$\bigcirc$	$\bigcirc$	$\circ$
5.	The extent to which the audit recommendations were appropriate and helpful.		$\bigcirc$	$\bigcirc$	0
6.	The extent to which your comments were considered by the auditors	$\circ$		$\bigcirc$	
7.	Your overall satisfaction with the conduct of the audit and its results.			$\bigcirc$	$\circ$

Please comment on any areas in which you have rated the audit team's performance as below your expectations. Also, please feel free to provide any further comments you may have on the audit process to let us know what we are doing well and what can be improved.			
The Address of the State of the			
Name:	Date:		
Title:			
Organization:	·		
	ng the time to fill out this survey. Please send the completed		
survey form as soo.	4		
by mail:	Ms. Patricia Azarias, Director, Internal Audit Division-1, OIOS Room DC2-518, 2 UN Plaza, New York, NY 10017 U.S.A.		
by fax:			
by email:	iad1support@un.org.		