Year of issuance	Report title	Recommendation reference	Recommendation	Priority	Directorate	Deliverables and implementation details	Deadline
2021	Achievement of the strategic objectives	06.2021/1	**Recommendation 1** We recommend you when defining Top KPIs to include them into the business plan, so that they can be further tracked in the corresponding strategy implementation reports.	Low	DPRM	**Follow-up of July 2023** In progress. KPIs will be redefined for the Dubai cycle, for now the KPIs remain as is and we try to highlight the most important 'synthetic KPIs' as we can. **Follow-up of February 2024** Work on drafting the Dubai Cycle strategy and supporting Business Plan is ongoing. As part of the UPU Strategy for 2026 - 2029, we will propose a set of high level KPIs for the member countries to consider and adopt. **Follow-up of July 2024** The Draft Strategic Framework, under Council discussion, proposes a set of 11 Strategic KPIs that measures the progression or regression of the sector as a whole - taking a broader impact on the sector due to our work perspective. When the next Business Plan is prepare, which is Outcome focused, rather than Output focused, a set of KPIs can be chosen to represent the overall progress of the institution. These top KPIs will be discussed and approve by Executive Leadership.	2025 at the Dubai strategy period
2022	Separation from services	04.2022/1	**Recommendation 1** In trainings, employees should gain better awareness of the importance of individual process steps, i.e. about the process responsibilities. Furthermore, it is important that they are aware of the inde-pendence in interviews. Employees as well as supervisors, the HR and the director should know about the rules and regulations. Additionally, they should be trained on process responsibilities due to the importance of ensuring that the process leader legally obtains and receives the information.	medium	DRH	**Management Comment** The Management agrees with this recommendation. DRH will include this in 2023's training plan. Deadline: December 2023 **Follow-up of January 2023** DRH will include this in 2023's training plan (available by April 2023) Continous exchange with Directorates/DRH and DAJ on applicable rules and regulations. **Follow-up of July 2023** DAJ will train DRH on legal implications of actions by the end of the year. Continous exchange with Directorates/DRH and DAJ on applicable rules and regulations. DAJ is also involved in all new cases since the first exchange with staff members. **Follow-up of February 2024** Every people involved are informed of the stage and consequences (Supervisors, HR, legal and the staff). Legal is involve at the very beginning of the process: Once a risk of separation occurs, DRH consults DAJ who advises on preparation of the first letter until the end of the process. (Re: several confidential cases that we can share with the auditors if need be). Besides a legal training of DRH staff will take place in March/April (I put this as in progress because of the legal training) **Follow-up of July 2024** On 13 June 2024, DRH staff received a one-day legal training from DAJ on the possible risks related to recruitments, contracts and files management	12/1/2023

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2022	Separation from services	04.2022/2	Recommendation 2 We advise to keep the employee files up to date. We also recommend to keep record of interviews, hearings or other discussions and document decisions and processsteps to avoid a lack of information that could be used against the UPU. It is also important to build and cultivate relationships between employees and supervisors, directors, and HR. As well should the DAJ be involved at the moment where a risk of a legal dispute connected to a separation of service is identified.	medium	DRH	**Management Comment** The Management agrees with this recommendation. It may be noted that, for the most recent misconduct case (2022), a more comprehensive effort to involve the concerned International Bureau units (notably DAJ, DRH and Executive Management) and integrate their actions had already been undertaken. For instance, letters to the attention of the staff member were reviewed by the DAJ before being sent to the recipient. In any case, the Management will make additional efforts in order to improve record-keeping processes, ensure timely information exchanges between the concerned units, and increase staff awareness of existing rules. DRH will keep all records including the court decisions in the employee files. Implementation: DRH,DAJ, Deadline June 2023 **Follow-up of January 2023** TO DO: Action Plan (by HR Director & DRH/APAS on record keeping) DEADLINE 15/6/23. To establish a flowchart on record keeping (archive or active file). **Follow-up of July 2023** Flowchart on record keeping exists **Follow-up of February 2024** This is about the record court decisions of the legal cases. HR files are maintained in HR in two forms: paper and electronically Interviews minutes are maintained electronically both in words and pdf files. Those files are confidential but we will share them with auditors if need be. DAJ is involved in this process. DRH-DAJ are to agree on record keeping system. **Follow-up of July 2024** The legal training to DRH staff was already taken place. The centralized record keeping between DRH-DAJ is still pending the IB's record-keeping strategy being produced by DL.	6/1/2023
2022	Recruitment Process	03.2022/6	Recommendation 6 We recommend to implement an appropriate system/tool or feature in the e-recruitment system which automatically checks the submitted applications for the screening, the long- and shortlisting and as a result supports and accelerates the process and does reduce manual working steps and ressources. When evaluating the system/tool, it should also be ensured that no changes can be made to the application documents by the candidates after the application has been submitted, so that screening, the long- and shortlisting can already begin during the publication of the vancany. This is not the case today.	medium	DRH	**Management Comment** The Management agrees with this recommendation. This is part of the digitalization of HR tools which is underway with the collaboration of the DCTP. Implementation: DRH, December 2023 **Follow-up of July 2023** This recommendation is underway. Inspira, the learning platform is already implemented. **Follow-up of February 2024** This will be implemented with Inspira. Inspira/e-recruitment for launching in April 2024 is a tool that can address automatically 1) checking the submitted applications for the screening 2) long- and shortlisting matrix 3) acceleration of recruitment process by reducing manual work and human errors 4) candidates' accountability. **Follow-up of July 2024** Same comment as previously (Follow-up of February 2024).	12/1/2023

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2022	Recruitment Process	03.2022/9	Recommendation 9 Without assessing or qualifying the existing personnel planning, we recommend to start filling vacancies and succession planning in good time and with foresight (also as part of regular performance reviews of the employees). This in particular with regard to internal, potential successors, where high potential is seen in the context of career opportunities, in the event of changes in the requirement profile for existing or new positions or in the event of upcoming termination of employment contracts. Within strategic personnel planning and development, and ultimately resulting in personnel recruitment, it can be effective to pay particular attention to and take into account the performance assessment of internal employees with high potential. Under certain circumstances, this can be achieved by introducing suitable training, management programs and tests. We recommend to review this and and to be introduced where appropriate.	medium	DRH	**Management Comment** The Management agrees with this recommendation. A proper succession planning is part of the now-under construction IB's HR Strategy. Implementation: DRH, December 2023 **Follow-up of July 2023** The implementation is underway. **Follow-up of February 2024** Candidates (internal and external) are selected based on competences. A career development policy is under preparation to prepare qualified internal candidates. **Follow-up of July 2024** The succession planning process is currently being established between DRH, directorates and management.	12/1/2023
2022	Recruitment Process	03.2022/10	Recommendation 10 We recommend to consider to report or to implement additional appropriate key figures/KPI's in the reporting to the Council of Administration and/or to the DG and directorates to support the control and monitoring of business activities in this area. If there is a need and the appear useful, they should be implemented accordingly in the reporting. Conceivable would be key figures/KPI's for recruitment (e.g. besides time to hire and start position, also other relevant key figures/KPI's within the recruiting process like internal/external costs per hire, time to productivity of the new employee, training hours). Key figures/KPI's can also be useful for other areas of human resources. The following are examples for engagement & retention metrics (e.g., total turnover rate, talent turnover rate, voluntary turnover rate), employee value & performance metrics (e.g., performance & potential with regard to succession and leadership planning, employee performance, goal tracking) and time tracking metrics (e.g., absence rate per employee, per directorate, per manager, overtime).	medium	DRH	**Management Comment** The Management agrees with this recommendation. This recommendation will be implemented with the HR digitalization project when DRH has a proper HR analytics system which can extract information from the e-recruit and Navision. Implementation: DRH, December 2023 **Follow-up of January 2023** DRH will prepare key mesurable figures by June 2023 **Follow-up of July 2023** Complete DRH KPIs are shared by the Strategy Unit to the CA **Follow-up of February 2024** Implementation in progress and is foreseen with the ERP/HR digitalization project of HR processes. Reports are made to the EM during the weekly meeting Automated reports are underway and will be available when implementing the Recruitment module of Inspira in June 2024. In addition to KPIs on duration, reports on candidates (gender, geographical origin) per post is made to the CA **Follow-up of July 2024** The status of the digitalization project is ongoing.	12/1/2023

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2022	Project Management Website	05.2022/1	Recommendation 1 We do recommend to assign project executives with adequate knowhow and experience in rela-tion to the complexity and challenges realizing the specific challenges. If there are no internal resources available, we do recommend engaging with external specialist. In any case, we do recommend not to solely rely on project management resources from the involved vendors or service partners.	medium	DACAB / DCTP	**Management Comment** The International Bureau agrees with the auditor's finding and risk assessment. Leadership of the project was assigned to a junior staff member lacking proper project management training and experience. It was assumed at the time of procurement that the supplier would lead the man-agement of the project, identifying the appropriate moments when support from the internal IT team was required. Management at that time decided to keep the internal IT team's involve-ment to a minimum in order to reduce costs of internal billing for IT services related to the pro-ject. Going forward, the International Bureau recognizes the critical need to involve internal IT part-ners to the maximum from the outset of the project's relaunch, also relying on the internal IT team's project management framework & know-how. Since the beginning of 2022, both the DACAB and DCTP teams have been working closely to close the current project and determine the way forward for the website. On a broader perspective, the IB agrees with the Internal auditor that the overall management of main project should not solely rely on providers or venders. If the internal resources are not sufficient to ensure a sound project management for specific project, and if financial resources are available, an external support could be envisaged as recommended by the IA. Implementation: DACAB COMM / DCTP, Deadline : December 2023 **Follow-up of July 2023** Discussions are currently being held between DACAB and DPTC on the next project and the possibility of hiring an external consultant for project management has been discussed, but planning has yet to commence. **Follow-up of February 2024** DACAB.COMM Comment: A pre-project analysis is being conducted in partnership with DPTC and with transversal participation to determine whether a new project is necessary. DCTP comment: An intern Project manager has been recruited to oversee all ITSC approved project. draft Project Management Framework has been prepared (and uploaded in smarcockpit as evidence) **Follow-up of July 2024** DACAB.Ext.Comm Comment (22.07.2024) Pre-project analysis is still ongoing. It has been recommended to management, including in the IT Steering Committee, that if the project moves forward, an external project manager should be engaged.	12/31/2023
2022	Project Management Website	05.2022/2	Recommendation 2 We do recommend implementing a project management framework with adequate guidelines and procedures. Project management staff should be trained and adherence to the respective rules and regulations should be enforced.	medium	DCTP	**Management Comment** The IB agrees with the proposed recommendation. Project management should be reinforced through both an IB wide common framework and capacity building. As far as the IT department (DCTP) is concerned, it is not only using a tool (a Project Manage-ment Portfolio-PPM), it has also deployed a methodology, managed and controlled by a Project Management Office (PMO) function. We propose to accelerate the generalization of the PMO and PPM across the International Bureau. Implementation: DCTP, deadline: December 2024 **Follow-up of February 2024** ITSC has reviewed the draft Project Management Manual for the IB. The implementation of a PMO is an Executive Management decision, in the short-term an intern dedicated to Project Management has been recruited. The draft Project Management Manual for the IB has been uploaded into smartcockpit. **Follow-up of July 2024** [ITSC meeting Minutes on 04/07/2024] Status update on the Project Management Framework project: During last meeting, ITSC members requested Mr. Matata to instead prepare a short document highlighting the action plan for the implementation of this framework within the UPU for submission to the Director General.	12/31/2024

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2022	Project Management Website	05.2022/3	Recommendation 3 We do recommend amending the project management framework with the guidelines for project governance structures and bodies as well as controlling functions. Respective functions should be installed both on a project-by-project basis as well as managing the execution of the strategic plan (e.g. project portfolio management and controlling).	medium	DCTP	**Management Comment** The IB agrees with the recommendation, which as the previous recommendation, underline the need for a common approch to project management and controlling. An internal process will be put in place to study how this could be implemented from a resources and structure point of view. As far as IT project are concerned ocncrned, a governance structure is in place, with the IT Steering Committee (ITSC). This structure can be revised and adapted for the governance of all projects across the International Bureau. Implementation: DPTC, deadline: December 2024 **Follow-up of February 2024** DCTP has provided no comment **Follow-up of July 2024** [ITSC meeting Minutes on 04/07/2024] Status update on the Project Management Framework project: During last meeting, ITSC members requested Mr. Matata to instead prepare a short document highlighting the action plan for the implementation of this framework within the UPU for submission to the Director General.	12/31/2024
2022	Project Management Website	05.2022/4	Recommendation 4 We recommend halting the project and to perform an assessment identifying the future techni-cal and organizational setup to meet the originally defined objectives. Additionally, the current setup should be challenged whether the capabilities to publish web content and functionalities is addressing current and estimated future requirements. Once there is viable concept available going forward, a new project with all lessons should be initiated.	high	DACAB / DCTP	**Management Comment** The International Bureau fully agrees with this finding and risk assessment. DACAB and DCTP have already launched the process of reviewing the current project status in order to support negotiations with the supplier and close the current project. In parallel, the two directorates are engaging in close dialogue about a potential relaunch of the project once the current one is closed and cleared. It was agreed among the team that any relaunch should engage a transversal team, ensuring the organization's needs are fully met. Project definition will also be reviewed, to clarify and better separate the different components of a "UPU Web Site": -communication tool -information system used as a foundation for the communication tool -portal to UPU online resources -collaborative workspaces Implementation: DACAB COMM /DCTP, deadline: December 2023 **Follow-up of July 2023** Discussions are currently being held between DACAB and DPTC on the next project and the possibility of hiring an external consultant for project management has been discussed, but planning has yet to commence. **Follow-up of February 2024** DACAB.COMM Comment: A pre-project analysis is being conducted in partnership with DPTD and with transversal participation to determine whether a new project is necessary. **Follow-up of July 2024** DACAB.Comm Comment: The former project is now considered closed, and a maintenance agreement has been signed with the service provider. Pre-project analysis is still ongoing to determine next steps. DCTP comment: [ITSC Meeting Minutes - 04/07/2024] Status of the UPU Website Project presented by DACAB.COMM: DACAB.EXT explained that a questionnaire has been sent to UPU colleagues working closely with the UPU website to understand the current issues and their level of satisfaction with the UPU website. ITSC members requested to receive the questionnaire and proposed to prepare a questionnaire to be shared with member countries to understand how they would like to see the information in the UPU website. ITSC members suggested also to look at the usage statistics to understand which are the web pages most consulted. This information should be used, along with a deeper analysis of the responses to the questionnaire already received, to compile comprehensive feedback that will be taken into account on the proposed options to move forward. During the next ITSC, DACAB.EXT will be invited again to go through all the project documents exchanged with the ITSC and with the EM over the years.	12/31/2023

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2023	Long-term impact of the home office implementation	02.2023/1	Recommendation 1 We recommend you consider regulating the break and working hours in the IA No 48/ Rev 1	medium	DRH	**Management Comment** The International Bureau agrees with this recommendation. This recommendation is implemented by Internal Memorandum 36/2023 that clarifies: -The number of working hours per week; -The mandatory core hours; -The lunch break, and the ineligibility of staff opting to telework for flexible compensation working hours (not flexitime). Administrative Instruction No 48/ Rev 1 will be amended when we review the IB teleworking principles and policy. **Follow-up of February 2024** Modification will be mentioned in AI 48/rev 2 «Flexible working arrangements» (to be published soon) **Follow-up of July 2024** The Teleworking Policy is being updated, integrating the results of the pilot project being implemented in DL and DCTP in 2023/2024.	End of 2025
Total			11				