

ECCC - Special Human Resource Management Review

SUMMARY

Commissioned by

Project Board of the UNDP/EC/UNDESA support project to the national side of
the Extraordinary Chambers in the Courts of Cambodia

Report submitted by

HRM Review Team

Conclusions of the HRM Review Team

The HRM practices of ECCC national side are robust and ready to take on the challenges of the next phase of operations.

On the Personnel Handbook

Adherence to the Personnel Handbook especially in the recruitment and selection procedures has proved to be an effective measure to combat questionable recruitment practices. HRM Review Team

HRM Review Team confirms that the personnel section has been meticulous in maintaining records related to recruitment, selection and appointment processes are concerned.

The HRM Review Team has noted that the policies and procedures laid out in the handbook are being adhered to by the personnel section and ECCC management

The HRM Review Team confirms that international staff do provide meaningful contributions to recruitment as part of the ad hoc selection committee.

The Personnel Section has responded to the recommendations concerning the standardization of job descriptions and minimum qualifications and has initiated a process setting out milestones for completion of implementation.

The Personnel Section has satisfactorily carried out improvements in the advertisement and solicitation of applications in line with the recommendations.

All staff are being evaluated for performance in accordance with the policy and process, with full involvement from the international Chiefs of Sections though there is an opportunity for improvement of this practice through further capacity building for supervisors and Personnel Section.

Staff contract extension have followed a clear policy and process since the completion of the job match exercise and will be further standardized once the testing for the translators and interpreters is completed.

On the Salary Scale

The approach taken by Mr. Dan Conway, an independent consultant, of basing ECCC salary calculations on net salary received by international UN staff plus the post adjustment received by these staff in Cambodia was correct.

On the Job Match Exercise

The job match exercise was methodical in its approach and the use of liberal criteria in evaluation has been adequately explained in Conway's report as it has taken a

pragmatic approach in addressing the inherent constraint of Cambodia's limited personnel pool having the requisite experience and qualifications.

Of the 91 cases examined, 77 were full matches, 7 were no matches and 7 classified as partial matches.

On the Project Board Composition and Mandate

The project board has stepped up its assurance and decision making role. Meetings are being conducted in an open and systematic manner. Agreements are properly documented.

On Audit and Spot Checks

The Project Board recommendations of including HRM as part of the spot checks is being adopted and the first such spot check will be carried out this month (March 2008). (Annual external audits already incorporate HR Management in its scope.)

On the Code of Conduct

Initiatives have been taken to create awareness among staff on the code of conduct. The team also noted that there were no recent allegations of mismanagement in the ECCC.

Other actions taken in response to the HR audit findings

The following matrix provides a summary of the action that has been taken on the recommendations of the HR Audit as well as status update of agreements on HR issues in the Project Board.

Audit Recommendations	Status	Comments
Advertisement in newspaper should continue. In the event low response to advertised vacancy, re-advertise the same.	Being followed	
Allow submission of application by email	Being followed	
Retention of all job application and documents	Being followed	
Short-listed and interviewed candidates should meet minimum requirements stated in TOR and VA	Being followed to the extent feasible	A few partial matches have resulted from failure to recruit/attract candidates that meet the ideal qualification despite re-advertisement. The immediate need to appoint a candidate into the position to support the demand of the judicial process was often the reason cited for such appointments
Ad-hoc selection panel - Chief of sections should be involved	Being followed	
Selection process should include reference checks	Being followed	
Applicants must disclose any relative working/has worked for ECCC	Being followed	
Staff performance evaluation by section chief (national or international)	Being followed	
Extension of service contract should follow a clear policy.	In Progress	

Table: Status of implementation of HR audit recommendations

The following is the progress update on HR related areas in the Project Board minutes of meetings

Project Board decision	Status	Comments
The application form will be revised to indicate a more direct solicitation of information about relatives working in government.	Implemented	
Existing language staff would undergo standard testing required for their posts e.g. translators and interpreters.	In Progress	New recruits are now being tested as part of the recruitment process. Training of the existing staff is on-going and testing will be performed at a later stage as advised by the language expert and agreed by the Project Board.
Spot checks would include HR management.	In progress	TOR in the process of being enhanced
"FS" would be replaced with "GS" in the salary scale and in the contracts of Cambodian support staff.	Implemented	Validated in the records
The results of the spot check and external audit would be shared with the members of the project board	Implemented and ongoing	
The application form will be revised to indicate a more direct solicitation of information about relatives working in government.	Implemented	