



**STATEMENT ON BEHALF OF THE  
ASSOCIATION OF SOUTHEAST ASIAN  
NATIONS BY MR JOSEPH TEO, DEPUTY  
PERMANENT REPRESENTATIVE OF THE  
REPUBLIC OF SINGAPORE TO THE UNITED  
NATIONS ON AGENDA ITEM 139: HUMAN  
RESOURCES MANAGEMENT AT THE FIFTH  
COMMITTEE, MAIN PART OF THE 71ST  
SESSION OF THE GENERAL ASSEMBLY ON  
28 OCTOBER 2016**

1 Thank you, Madam Chair. I have the honour to speak on behalf of the 10 Member States of the Association of Southeast Asian Nations (ASEAN), on agenda item 139: Human Resources Management. ASEAN aligns ourselves with the statement made by the Kingdom of Thailand on behalf of the Group of 77 and China.

2 ASEAN thanks Mr Yukio Takasu, Under-Secretary-General for Management for introducing the report of the Secretary-General on "Overview of Human Resources Management Reform" and the seven accompanying reports. We also thank Ms. Elia Yi Armstrong, Director of the Ethics Office for presenting the report of the Secretary-General on the activities of the Office as well as Mr. Carlos Ruiz Massieu, Chair of the Advisory Committee on Administrative and Budgetary Questions, for introducing the Committee's report on this agenda item. ASEAN would also like to show its appreciation to Mr. Rajab Sukayri, Inspector, Joint Inspection Unit (JIU) and Mr. Kenneth Herrman, Senior Adviser on Information Management and Policy Coordination, for presenting the reports on the JIU.

Madam Chair,

3 ASEAN strongly believes that people are our most valuable resources. It is essential to have a dynamic, motivated, and continually learning workforce at the United Nations. This will ensure that the UN is well-placed to deliver on its mandates in a constantly changing environment. Let me focus my remarks on three key areas.

4 First, ASEAN has consistently supported the principle of having more balanced gender and geographical representation in the UN's workforce. The UN is diverse and international in character. Its staff must reflect that diversity. The complex range of issues and challenges faced by the UN can be best tackled if there is balanced representation at all levels, in order to provide a wide range of views and ideas. ASEAN notes the outreach efforts undertaken by the Office of Human Resource in this area, and encourages continued effort on this front. There is still

room for improvement. We note that the number of under-represented and over-represented States have both increased from 2015.<sup>1</sup> While the best candidate must be selected for every job opening based on the practical widest geographical search possible, ASEAN urges the Secretary-General to ensure that under-represented nationalities, especially those from developing countries, are also given fair opportunity and consideration.

5           Second, the recruitment and management of talent remains a key objective of any human resource management framework. In recruitment, ASEAN notes that several pilot projects and initiatives have been launched to reduce recruitment timelines, including pre-selection tests and general cognitive testing. ASEAN trusts that a thorough and comprehensive review of these pilots will be undertaken before these pilot initiatives are further expanded. As to staff retention, ASEAN will follow with interest the Committee's discussions on staff health and well-being, as well as on the implementation of the new staff selection and managed mobility system.

6           Third, ASEAN is pleased that performance management continues to be a key concern. We reiterate our support for an effective performance management system that can support the Organisation's needs. However, performance management is a two-way process. In this regard, we are pleased to note the Secretary-General's commitment to increasing the objectivity, transparency, and consistency of the performance management system. At the management level, there should also be continuous assessment of these changes, to evaluate their impact and ensure that the system remains credible, fair, and fit for purpose.

Madam Chair,

7           ASEAN supports efforts to improve the UN and support its efforts towards effective delivery of mandates. To this end, we will continue to support efforts to reform the UN Human Resources Management system. We look forward to productive discussions in the Session ahead.

8           I thank you.

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<sup>1</sup> Re. Table 18 in A/71/360