

Policy Guideline

Downsizing or restructuring resulting in termination of appointments

OHR/PG/2023/1 – 20 January 2023

Purpose

1. This document outlines the guidance for those involved in the implementation of the administrative issuance ST/AI/2023/1 titled 'Downsizing or restructuring resulting in termination of appointments', hereinafter referred to as the 'downsizing AI'. It provides additional information that may be useful in implementing the provisions of the AI. It provides practical advice, information, step-by-step processes and explanations. It is not intended to promulgate any new rules or policies or to amend, supersede, or otherwise, in any manner, override the rules and policies of the Organization. Rules and policies can be found in the *Charter of the United Nations*, the staff regulations, rules, and duly promulgated administrative issuances of the Organization.

Principles

2. When downsizing and restructuring take place, it is important that the policy provisions be applied in a fair and consistent manner. The application of the policy should be guided by the following principles:
 - a. Minimize impact on staff by ensuring that restructuring targets are not exceeded;
 - b. Keep the number of terminations to a minimum;
 - c. Keep lines of communication open between staff, staff representatives and management; and
 - d. Provide information and career support to affected staff at all stages of the process.

Those involved in the review and decision-making process need to abide with the highest ethical and professional standards and ensure that all actions are justified and documented.

Scope

3. The downsizing AI establishes the scope of the policy. The following are examples of situations that may lead to terminations of appointments and would normally be within scope. The list is not

exhaustive but provides guidance on determining if a situation may trigger the application of the policy:

- a. Change in mandate likely to require a reduction / restructuring / relocation of posts;
 - b. Approval or submission of a budget proposal requiring a reduction / restructuring / relocation / outsourcing of posts;
 - c. Legislative amendment to a draft or approved budget to require a reduction / relocation of posts
4. On the issue of restructuring, it should be noted that some entities may undergo post-neutral restructuring exercises that entail abolition of posts in one geographical location and the creation of the same or similar posts in another location. If the abolition of posts in the original location entails terminating the appointments of any staff members in the entity (including those who are locally recruited and cannot be moved to the new location), this scenario would be within the scope of application of the administrative instruction. Another scenario that would be in scope is when there is a budget reduction that leads to abolition of posts that were created for projects of a finite duration, or when a budget cut requires abolition of posts before the expiration date of the appointments of those encumbering the posts.
 5. On the other hand, when the restructuring or reduction of staff can be achieved by other methods such as normal attrition (separations due to retirements or expiration of appointments) or reassignment of staff members within the entity, such situations would fall outside the scope of the downsizing AI. Heads of entities (HoEs) normally have the authority to reassign staff members laterally within their respective entities to suitable positions in accordance with their delegated authority when restructuring or abolition of posts take place. Note that the normal expiration of fixed-term appointments following the end of a project of finite duration would also be out of scope. For these restructuring or downsizing processes outside the downsizing policy, please refer to the resources section at the end of this document for support and advice
 6. When the restructuring involves reclassification of positions or the addition of new functions to existing positions, a reclassification exercise and the assignment of staff members to these reclassified positions may need to be conducted in accordance with the administrative instruction on the system for the classification of posts.

Preliminary assessment by the head of entity

7. As the scope of implementation of the downsizing AI is limited to downsizing or restructuring situations that may result in terminations of appointments as a result of abolition of posts or reduction of staff, it is extremely important that HoEs make a preliminary assessment of the circumstances of their specific downsizing or restructuring situations to determine whether the provisions of the

downsizing AI are applicable. Taking stock of the entity's workforce early on in the process, through a comprehensive planning that analyzes the priorities of entity and its future needs including workforce capabilities, ensures that the entity's downsizing is aligned to its business goals. The result of this analysis will better inform the preliminary assessment.

8. When an entity is required to downsize or restructure, the local human resources or executive office, in coordination and cooperation with senior management in the entity, reviews both the existing staffing table and the proposed organizational structure to identify posts (encumbered and vacant) that will be abolished, created, or reclassified and to make a preliminary assessment of the extent of the downsizing/restructuring.
9. As indicated earlier, the review of the staffing table may reveal that the downsizing/restructuring may be accomplished by the application of measures that are within the delegated authority of the HoE. These measures include but may not be limited to:
 - a. No retention of staff members beyond mandatory age of separation;
 - b. Suspension of external recruitment ¹ to potentially impacted positions and other unencumbered suitable positions, except for essential recruitment;
 - c. No extension, renewal or approval of new secondments and/or temporary assignments except in areas required to maintain operations and for functions that cannot be carried out by existing staff members;
 - d. Achievement of the required budget reduction by implementation of non-staff cost savings (i.e. cuts in travel or training costs) ; and/or
 - e. Call for volunteers for an early separation programme.
 - f. Implementation of an entity-wide freeze on recruitment processes, especially for new recruitments except for critical functions which may be deemed as essential to the downsizing process.
 - g. The HoE may take these measures to limit the impact of the downsizing on serving staff members before the formal approval or confirmation of the abolition of posts, reduction of staff, or the change or termination of existing mandates. The application of mitigation measures is particularly effective at this stage when the scope of the posts abolished is very small (for instance, when it affects staff members in the single digits) and the application of some of these measures (such as the offer of an early separation programme) combined with some other measures, allows the head of entity to retain the majority of staff without the need to go through the whole process laid out in the administrative instruction. The scope of

¹ External recruitment is the advertising and filling of positions by candidates not recognized as internal in the staff selection system. Suspension of external recruitments can be proposed by the Head of the downsizing entity for approval by the Under-Secretary-General for Management Strategy, Policy and Compliance.

mitigation measures shall always be applied, at a minimum, to the organizational unit (Unit, Section, Service, etc.) affected by the downsizing but they may also be proposed for application to the whole entity in order to maximize the number of potential retentions within the entity. Mitigation measures may be taken in anticipation of the reduction of staff, including before budget cuts or staff reductions are officially approved.

10. If, having taken these measures, there are still fewer positions available than staff members or the HoE anticipates that even with the application of these measures the extent of the downsizing is such that there will still be fewer positions available than staff members, and thus the termination of appointments may be required, the head of the downsizing entity has to establish a Staff-Management Group (SMG) in accordance with the downsizing AI. Note that HoEs are not required to implement any measures within their purview before they inform staff of the downsizing and set up the SMG. The requirement is for HoEs to assess the situation and then inform staff and staff representatives and convoke the SMG as soon as it is clear that the situation may lead to terminations.

Establishment of the Staff-Management Group

Timing and communication

11. The HoE is obliged to establish the Staff-Management Group (SMG) promptly and without undue delay. This entails calling staff representatives for a meeting to inform them of the situation that has prompted the downsizing/restructuring that may lead to terminations, asking them to nominate representatives to serve on the SMG and nominating the management representatives. Each side will nominate their respective representatives to serve on the SMG. Elected staff representatives in the entity shall put forth their nominees. Should there be no local staff representative body established in the entity, staff should reach out to their respective staff union focal points to request help with the nomination of their representatives, which may include representation from outside the duty station. Note that the administrative instruction does not prevent management or staff from nominating representatives from other entities. Both sides must put forth their nominations without undue delay.
12. While there is no prescriptive rule about the minimum number of members required to represent each side, ideally the SMG should have no less than two representatives from either side. A gender-balanced and geographically diverse representation is ideal. Representatives should also be given the necessary release time to discharge their functions to complete the exercise.
13. Given the technical nature of the work to be performed, it is advisable to have human resources representation on the SMG and management should strive to provide this representation, whenever possible. When there is no human resources representation on the SMG, management should provide a focal point for requests of human resources data as needed by the SMG.

14. Since time is of the essence, the HoE should establish the SMG ahead of the formal approval or confirmation of the abolition of posts, reduction of staff, or the change or termination of existing mandates in anticipation of the decision(s) that may be taken.
15. Staff representatives may also call on the HoE to urgently establish the Staff-Management Group if the establishment of the SMG is unnecessarily delayed. HoEs are advised to keep a record of the date when they inform staff and staff representatives formally that the provisions of the downsizing policy have been activated as well as the date of the establishment of the SMG and to keep the channels of communication open with staff and staff representatives at all times. Transparency and good flow of information are essential for a successful exercise, and open communication with staff must start from the beginning of the downsizing/restructuring process and should continue until the conclusion of the review.
16. A good communication strategy involves:
 - a. Establishing regular schedules of communication and updates;
 - b. Sharing the information of the context of the downsizing;
 - c. Sharing the applicable policy provisions and guidelines that the SMG will use prior to the review of candidates.
17. Additionally, both HoEs and members of the SMG are strongly encouraged to familiarize themselves with the lessons learnt documents or applicable guidance maintained by the Department of Operational Support and avail themselves of the operational expertise in downsizing (please refer to the section on Resources at the end of this document for a list of points of contact). Mistakes and litigation can be avoided by reviewing these materials and consulting the expertise of those familiar with this type of exercise. Lessons learnt documents can be made available to HoEs and members of the SMG upon request once members have been duly appointed.

Confidentiality and conflict of interest

18. Because the SMG is responsible for conducting the comparative review and making recommendations on a number of sensitive issues that will affect staff and involve the safeguarding of personal details of staff members, members of the SMG must demonstrate the highest standards of conduct. Before the SMG members start their work, they should be reminded of the requirement, under staff regulation 1.2 (m) and staff rule 1.2 (अप), to resolve every conflict of interest in favor of the interests Organization and maintain confidentiality in the performance of their official duties and to demonstrate the integrity, independence and impartiality required and expected of them. To this end, members of the SMG could be required to sign a statement acknowledging their awareness of their duties under the staff regulations and rules. SMG members must not disclose information shared with them in the course of the performance of their functions and must report any real or perceived conflict of interest arising from their membership in the group. If it is not possible to identify staff

and/or management representatives from the entity, note that the provisions of the downsizing AI do not preclude nomination of Secretariat staff or management representatives outside the entity.

It is essential that SMG members are free of real or perceived conflicts of interest. If at any point after the start of their work, members of the SMG find that they have to participate in the consideration of cases where a real or perceived conflict of interest may arise, for instance when they are in a familial relationship with the candidate or any other instance where they would not have or be perceived to have the required impartiality, in accordance with staff regulation 1.2 (m) they shall disclose this actual or possible conflict to the HoE, recuse themselves and refrain from reviewing that case or involving themselves in recommendations that place them in a conflict of interest.

Roles and responsibilities

19. Once the SMG has been established, the HoE will submit to the SMG, as early as possible, information on the background and context for the downsizing or restructuring (including the expected timeline for conclusion based on the expected date of formal approval or confirmation of the abolition of posts, reduction of staff or budget, or the change or termination of existing mandates). Since each downsizing situation is unique, the SMG has the flexibility to establish its own work methods and timelines, in accordance with the timeline set by the HoE for the conclusion of the downsizing or restructuring exercise. In setting its timeline, the SMG shall take into consideration the potential requirement to review its decisions pursuant to requests by staff members as set forth in Section 4.12 of the Administrative Instruction.
20. The local human resources or executive office will provide the SMG with the preliminary assessment of the staffing situation including, at a minimum, information extracted from the staffing tables on the posts to be abolished or the staffing levels to be reduced, and available positions for placements and staff affected. When necessary, the local human resources or executive office will also request the reclassification of positions under the new organizational structure.
21. The HoE shall inform the SMG of any mitigation measures that they have implemented during the preliminary assessment phase (see above).
22. The first task of the SMG is to establish its schedule, subject to the timeline set by the HoE, to consider additional or alternative mitigation measures to the measures taken by the HoE and to recommend such measures, if any, to the HoE.
23. The SMG's recommendation may include the type, scope, order, and timing of mitigation measures. The main role of the SMG is to provide recommendations to the HoE, and so as much as possible, the SMG should endeavor to work by consensus at all times. Disagreements should be documented in relaying recommendations to the HoE.
24. Concurrently, the HoE shall set up an entity-wide communication strategy as soon as the SMG is constituted to cover all stages of the downsizing exercise and to keep staff informed about developments. As part of the communication campaign, and in order to maximize chances of

placement outside the entity, all staff members shall be advised to apply, in Inspira, for vacant positions in other entities in accordance with the staff selection system. Staff members should be reminded of the fact that priority consideration for positions outside the entity, however, may only be granted for positions applied after the termination notice is given and the staff member has been identified as a “downsized candidate”. Additionally, priority consideration will also be given to applications that the downsized staff member may have submitted before the date of notification of termination, provided that the deadline for applying for the job opening or temporary job opening has not expired by the date on which the one or three-month period of priority consideration begins.

25. The HoE will also request that the Staff Counsellor and other relevant offices such as the Office of the United Nations Ombudsman and Mediation Services be available during the downsizing exercise to provide support to staff.
26. The HoE will provide the necessary human resources capacity to carry out the downsizing exercise, including the conduct of reviews, the provision of local human resources or executive office personnel to advise staff members on available options, and the provision of training and/or career support programmes to staff. This is intended to prepare staff for career opportunities within and outside the entity.

Comparative review

27. If termination of appointments is still anticipated despite the application of mitigation measures, the SMG will conduct a comparative review in accordance with the provisions of the downsizing AI. Staff members who have taken agreed termination as part of the mitigation measures will not be included in the comparative review and will be separated.
28. The conditions under which the comparative review will be carried out are set out in the downsizing AI. In order to increase transparency, it is worthwhile to emphasize the timelines, conditions and criteria to staff prior to the start of the review.
29. Performance evaluation is an integral part of the comparative review. Some staff members may not have performance evaluations for the last five years prior to the start date of the review, however. In these situations, the HoE should instruct all supervisors to ensure that any pending/overdue performance documents involving staff under their supervision are completed prior to the start of the composition of the SMG. This would ensure that staff members have all their performance documents available for review. Only performance documents finalized prior to the start of the comparative review should be considered. In the event of missing performance evaluations, staff members could be assigned to retention group 1, but would not be awarded points unless there is a performance evaluation document indicating that the performance exceeds expectations. Performance evaluations below meeting expectations should always be submitted in the form of a performance evaluation report. Information on the manner in which performance evaluation is incorporated into the comparative review should be communicated to all staff prior to the start of the review.

30. In case of appeals or litigation, the SMG is likely to be asked to provide documentation on the recommendations made on the order of retention, so it is important that all decisions taken on the ranking of candidates are properly documented and aligned with the criteria previously communicated to staff and the policy provisions.
31. To ensure transparency in the comparative review process and to facilitate the review, the SMG may request staff members to provide additional or a full list of required information at the outset of the review. A template for this purpose is provided in Annex I. The use of this form is at the discretion of the SMG. The template is only provided for guidance and may be altered or not used at all.
32. In the case of transferred staff members under *the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the UN Common System of Salaries and Allowances* the SMG, the human resources office of the downsizing entity may also need to reach out to the organization where the staff member served previously to confirm some of the information of the staff member. This may include, but will not be limited to, confirmation on performance ratings, absence of disciplinary measures or continuity of service.
33. Staff members on special leave, including special leave without pay, are considered to be in active service so if they are affected by the downsizing or restructuring, they will be reviewed alongside other staff members at the time of the comparative review.
34. At the conclusion of the review, the SMG will inform staff members of their placement in a retention subgroup, and if applicable, their rank and score within the retention subgroup. When informing staff of their placement, the SMG must indicate the deadline by which staff members may seek a second review, if necessary. Staff members should be advised, by the SMG, to submit any supporting documentation they may deem necessary to substantiate their request for a second review to the SMG.
35. The SMG will make the final determination of the placement in the retention subgroup and ranking score, if applicable, and submit it to the HoE.

Retention by reassignment to positions within the downsizing entities

36. The local human resources or executive office, in consultation with the managers, as needed, will make recommendations to the HoE on the reassignment of staff members to positions in the downsizing entity. The recommendation will be based on the order of retention determined by the SMG and the determination of suitability of staff members to positions within the downsizing entity, after consideration of the staff member's complete PHP. If a staff member is not found to be suitable for any available positions at a given category and level, the staff member with the next highest score in the retention group will be considered. If a staff member is deemed to be not suitable for a position, a record should be kept detailing that assessment in terms of that staff member's profile in the PHP against the requirements of the position. Note that the downsizing policy allows for reassignment of candidates on positions in their category at one level below their original level only once it has been

determined that there are no positions for which they are suitable at their original category and level and after the affected staff member has expressed an interest in being reassigned to a position one level below their original level. For reassignments within the entity, there is no need to have roster membership in the category at the lower level in order to be considered for positions at the lower level.

37. The local human resources or executive office may take into consideration the staff member's preference and interest as well as organizational priorities in making reassignment recommendations to the HoE. In the interest of business continuity, HoEs should attempt, when possible, to reassign staff members to positions in the same organizational unit (Division, Section, Unit) where they were working prior to the downsizing exercise provided that they continue to meet the educational, experience, skills and language requirements of the position.
38. The HoE, through the local or human resources or executive office, shall inform retained staff members of the positions to which they have been reassigned and will also inform the SMG of the staff members who have been retained in the entity. All other staff will be given termination notices or given notice that their appointments would not be extended beyond the expected expiration of appointment if the separation date coincides with their appointment expiration date².
39. In the event that a retained staff member separates from the downsizing entity after being reassigned to a position in the downsizing entity, the position vacated by the separating staff member may be used to reassign a candidate who was proposed for termination or separation in accordance with the ranking order of the comparative review, and provided the candidate is suitable for the position and the staff member is still an active staff member.

Selections outside the downsizing entity

40. Staff members in retention group 1 who hold appointments without limitation who are given notice of termination ("downsized staff members"), will also be informed that, for a period of time from the date of their termination notice, they will be considered on a priority basis before any other candidates when they apply for job openings³ and temporary job openings at their category and level, or one level below, in other entities. Priority consideration will not be given when candidates apply for positions at a higher level within the same category or at any level across categories. Neither will priority consideration be given to those who separated upon appointment expiration.
41. This policy gives a one-month window for priority consideration for staff members with fixed-term appointments and a three-month period for staff members with permanent or continuing appointments, unless the downsized staff member is selected during this time for a temporary

² As of the date of publication of this document, entities are reminded that there is no sub delegation for terminations of appointment under Staff Rule 9.6 (c) below the head of entity.

³ A job opening will be any vacancy announcement published to fill positions that are immediately available for a period of one year or longer. This excludes generic job openings whose purpose is to create roster membership and are not published to fill immediate vacancies. No priority consideration will be given to applications to generic job openings.

assignment, in which case the priority consideration will extend throughout the period of the temporary assignment. At the time of the release on temporary assignment, the downsizing entity will be responsible for adjusting the original termination notice as applicable. The downsizing entity will also ensure that any extensions of fixed-term appointment that need to be processed do not exceed the end date of the temporary assignment. Downsized staff members will be reminded in their termination letter of the requirement to apply for positions if they want to be considered on a priority basis and of the period of time during which they will be considered on a priority basis. The following procedures will be used for consideration of these staff members for available positions outside the affected entity:

- a. Upon receipt of the written notice of termination of appointment, the downsizing indicator will be enabled in Inspira. The downsizing indicator will be made visible via Inspira to hiring managers and recruiters for staff members' job applications to new job openings or temporary job openings that are still open between the date of the written notice of termination and one or three months from that date, depending on the staff member's appointment type. Additionally, the flag will also appear on applications that the downsized staff member may have submitted before the date of notification of termination, provided that the deadline for applying for the job opening or temporary job opening has not expired by the date on which the one or three-month period of priority consideration begins.
- b. The activation of the downsizing indicator will denote that the downsized staff members fall in the retention group 1 for possible selection outside the entity and must be given preferential consideration for job openings and temporary job openings. This means that hiring managers must first review all applicants for whom the downsizing indicator has been activated. Only if there are no suitable downsized staff members for a given job opening or temporary job opening can other applicants be considered.
- c. The suitability of downsized staff members who have applied to job openings or temporary job openings outside the downsizing entity has to be determined and documented. Hiring managers may either conduct desk reviews or non-competitive assessments to determine whether downsized staff members are suitable for the job opening or temporary job opening. Note that if hiring managers decide to use assessments, they must first establish evaluation criteria required to determine what constitutes a pass or fail result. Any downsized staff member that passes the assessment will be deemed suitable.
- d. If only one downsized staff member is deemed suitable, HoEs shall select this applicant.
- e. If there are two or more suitable downsized staff members, then the head of entity shall, in accordance with staff rule 9.6 and 13.2, select first any such staff member holding a permanent appointment, followed by such staff member who has a continuing appointment, then by such staff member who has been recruited through competitive examinations for a career appointment serving on a two-year fixed-term appointment and then to such staff member holding a fixed term appointment.

When there is more than one suitable downsized staff member with the same appointment type, the head of entity shall, in accordance with staff rule 9.6 (e), make the selection for the

position with due regard being given in all cases to relative competence, integrity and length of service. When the position is subject to the principle of geographical distribution, due regard shall also be given to nationality in the case of downsized staff members with less than five years of service and in the case of downsized staff members who have changed their nationality within the preceding five years. HoEs must show how these criteria have been used to make the final selection decision in the documentation of the review but note that there is no requirement that relative competence between the suitable downsized staff members with the same appointment be determined in the same manner as it was for the purposes of comparative review.

- f. When a downsized staff member is selected for a job opening, the downsizing indicator will be removed from the remaining applications submitted by that staff member and the termination notice will be rescinded by the head of the downsizing entity.
 - g. If the downsized staff member is selected for a temporary job opening, the downsized staff member will be released to the entity that issued the temporary job opening. If the staff member is not selected for a job opening or another temporary job opening during the period of temporary assignment, and the staff member's appointment continues beyond the period of the temporary assignment, the staff member's appointment will be terminated under staff rule 9.6 (e) or 13.2 at the end of the temporary assignment upon return to the parent entity. However, if the temporary assignment extends until or beyond the expiration date of the staff member's appointment, which was to be terminated, the termination notice will be withdrawn. The appointment will be extended through the duration of the temporary assignment, if applicable, and upon return to the downsizing entity at the end of the temporary assignment, the staff member will be issued a notice of non-renewal and be separated from service.
 - h. Downsized staff members selected for temporary job openings will be given priority consideration for the entire duration of their temporary assignment.
42. If there are no suitable downsized staff members for a job opening or temporary job opening, the hiring manager will review the rest of the applicants. Note that no roster selection may be made in the case of job openings before it is ascertained that there are no downsized staff members eligible for priority consideration.

In addition, hiring managers will be required to explain the reasons why any downsized staff members who applied to the job opening or temporary job opening do not meet the requirements of the position. Since HoEs are ultimately accountable for all selection decisions, hiring managers must include details on the review process of downsized staff members in the transmittal memo to the HoE.

Once the HoE acknowledges the proposed course of action/selection decision, all downsized staff members will be notified of the outcome. If a HoE selects a downsized staff member for a job opening, the selection can be made without reference to a central review body, regardless of the roster status of the candidate. Job openings and temporary job openings will be closed whenever a downsized staff member is selected. Upon selection for a job opening, the downsizing indicator will be removed in

Inspira from any applications that the staff member may have submitted during the period of priority consideration. Note also that downsized staff members who are selected for positions outside the entity will not acquire roster membership against the position they have been selected for by virtue of their selection outside the entity.

Conclusion of the downsizing exercise

43. Downsized staff members who have not been retained in the downsizing entity or selected for any positions outside the entity will be terminated at the end of their notice period. The HoE of the downsizing entity will inform the SMG of the number of downsized staff members that have found new appointments under the provisions for retention outside the entity under the downsizing AI at the end of the notice period given on the termination letters of staff members who could not be retained in the entity.
44. When the HoE has informed the SMG that all affected staff members in the downsizing entity have either been retained, separated from service or had their appointment terminated, the SMG will provide a written report on lessons learned to the HoE and to the Under-Secretaries-General of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. The HoE shall then dissolve the SMG. The compendium of lessons learnt from prior exercises will be maintained by the Department of Operational Support and will be available to any members of future SMGs.

Resources

45. The Department of Operational Support offers the following services:
 - a. The Division of Special Activities (DSA) in the Department of Operational support oversees a range of specialized or cross-cutting operational capacities. The Client Support and Special Situations Section (CSSSS) in the Division supports special situation operational requirements, including transitions, restructurings and liquidation and can be approached for operational support and guidance in downsizing situations as well as for a copy of lessons learnt from prior downsizing exercises.
 - b. The Human Resources Services Division (HRSD) serves as the initial contact point for entities for operational support and advises on all areas of human resources management. Entities may request advice and support from HRSD via e-mail at DOS-HR-Advice@un.org.

46. The Department of Management Strategy, Policy and Compliance provides policy leadership in all management areas as follows:
- a. The Global Strategy and Policy Division within the Office of Human Resources can be approached by HRSD for authoritative policy guidance and interpretation on any HR topic.
 - b. DMSPC is also responsible for monitoring, evaluation and accountability mechanisms to oversee the exercise of increased delegated authorities. The Business Transformation and Accountability Division (BTAD) can be approached for questions related to accountability.
47. The Ombudsman’s Office provides a wide array of conflict resolution and mediation services that can be used to preempt the escalation of issues to the formal appeals mechanisms. HoEs are ultimately accountable for the outcome of the downsizing process, and issues and concerns should be brought to the attention of the HoE in the first instance.
48. Below are a number of related policy provisions that those involved with downsizing processes should familiarize themselves with:
- a. ST/SGB/2023/1/ on Staff Regulations and Staff Rules, including provisional Staff Rules, of the United Nations
 - b. ST/SGB/2019/2 on Delegation of authority on the administration of the staff and financial regulations and rules
 - c. ST/AI/2023/1 on Downsizing or restructuring resulting in termination of appointments
 - d. ST/AI/2010/4/Rev. 2. on Administration of temporary appointments
 - e. ST/AI/2010/3/Rev. 2 on Staff Selection System
 - f. ST/AI/1998/9 on System of Classification of Posts