



World Chronicle

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JOURNALISTS: Ian Williams, *The New York Observer*
Bhaskar Menon, *The Times of India*

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HUMAN RESOURCES

DENIS HALLIDAY, Assistant Secretary-General for the Office of Human Resources Management, elaborates on efforts to modernize and re-energize human resources management in the United Nations Secretariat. Manager development and training is essential to develop an improved United Nations management culture, which would operate with enhanced communication, support, transparency, participation and cooperation. The new Performance Appraisal System (PAS) is designed not only to identify staff strengths and weaknesses, but also to enhance trust between managers and staff members. A buy-out offer is intended to encourage the early retirement of some senior staff, which would open the way for career advancement among younger staff, especially women. Mr. Halliday believes that a minimum of three to five years is needed to implement changes and see results.

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