

# Board of the Centre

90th Session, November 2026

CC 90/4/4

## FOURTH ITEM ON THE AGENDA

### Follow-up to the recommendations of the Chief Internal Auditor issued in the year ended 31 December 2025

#### I. Introduction

1. The Chief Internal Auditor of the International Labour Office (ILO), also the Internal Auditor of the Centre, will present at the 90th Session of the Board (November 2026) a report on significant findings resulting from her internal audit assignments undertaken at the Centre in 2025.
2. Based on a risk assessment of the Centre's business operations, the Office of the Internal Audit and Oversight (IAO) issued one assurance audit report in 2025 as follows:
  - The audit focused on the recruitment of short-term staff and the use of external collaborators, including the justification and approval of short-term staffing requirements, recruitment policies and procedures, vacancy advertising, candidate selection, written testing and interviewing, employment contracts and performance management, as well as the procurement, contracting, fees and performance management of external collaborators. The audit identified two improvement areas of high significance: a) the need to establish and document standard operating procedures for the recruitment of short-term professional staff, external collaborators and short-term general service staff, in order to promote consistent practices, transparency and compliance with organizational policies; and b) the need to review and update written testing procedures in light of the increasing availability and use of artificial intelligence tools and third-party assistance, in order to safeguard the fairness, integrity and consistency of candidate assessments.
3. This paper reports on the follow-up actions undertaken in 2026 on the IAO's recommendations on the above audit. All high priority recommendations contained in the Internal Auditor's reports, along with the Centre's responses and details of completed follow-up actions, are set out in the Appendix.
4. The Centre continues to work with the IAO to keep the Chief Internal Auditor informed on the progress of the implementation of past outstanding recommendations.

| Recommendation No.                                                                                                                    | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Centre's follow-up actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Implementation status |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Audit of recruitment of short-term staff and the use of external collaborators at the International Training Centre of the ILO</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |
| <b>1</b>                                                                                                                              | <p>Management should establish and document standard operating procedures (SOPs) for the recruitment of: (i) short-term professional staff (ii) external collaborators, and (iii) short-term GS staff.</p> <p>The absence of formalized procedures increases the risk of inconsistent practices, reduced transparency, and potential non-compliance with organizational policies. Once developed, these procedures should be clearly communicated to all relevant staff involved in recruitment to ensure consistent application and accountability.</p>                                                  | <p>Management accepted the recommendations and is implementing the relevant actions as agreed. Progress has been made, including the development of recruitment procedures for short-term staff. Work is underway to consolidate procedural guidance for external collaborators. Supporting evidence for actions considered completed by management will be submitted to IAO for review through the established audit follow-up process.</p>                                                                                                  | In progress           |
| <b>2</b>                                                                                                                              | <p>Considering the increasing availability and use of artificial intelligence (AI) tools by candidates during recruitment processes, Human Resources Services (HRS) should review and update its written test procedures to ensure fairness, integrity, and consistency in candidate assessments.</p> <p>HRS could consider either: (i) adapting written test formats to allow the use of AI tools, with appropriate modifications to preserve the validity and comparability of assessments; or (ii) introducing safeguards to prevent the use of AI tools and third-party assistance during written</p> | <p>Management accepted the recommendation. The Centre now uses AI proctoring for remotely administered written tests, while GS roster tests are conducted in person under controlled conditions. The Selection Committee is considering video-based interviews as an alternative to written tests where appropriate, including safeguards to preserve anonymity. This will entail amendment of the Selection Committee Rules of Procedure.</p> <p>Supporting evidence for actions considered completed by management will be submitted to</p> | In progress           |

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testing Examples of potential safeguards include:  
(i) Replacing traditional written tests with case study presentations during panel interviews, based on pre-distributed questions (ii) Requiring candidates to respond to pre-defined questions via short video recordings within a limited preparation time.

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IAO for review through the established audit follow-up process.