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## Seventy-fifth session

Agenda item 141

### Proposed programme budget for 2021

## Progress report on the implementation of a flexible workplace at United Nations Headquarters

### Addendum

#### *Summary*

The present report, submitted pursuant to section XIII of General Assembly resolution [75/253](#), provides additional updates on the status of the implementation of flexible workplace strategies at United Nations Headquarters since the issuance of the fifth annual progress report ([A/75/342](#)).

The management of office space and the facilities at Headquarters continues to reflect restrictions associated with the coronavirus disease (COVID-19) pandemic.

Under these uncertain circumstances, the Secretary-General proposes that the project be closed out and that lessons learned, applicable best practices and any further reconfiguration of workspace incorporated into plans under consideration to address the emerging needs of the new work modalities that will prevail post-pandemic.

The General Assembly is requested to take note of the report and approve an additional appropriation of \$608,000 for 2021 to close out and undertake an independent evaluation of the project, and to request the Secretary-General to submit his next report to the Assembly at the main part of its seventy-seventh session.



## I. Introduction

1. This present report, submitted pursuant to section XIII of General Assembly resolution [75/253](#), provides additional updates on the status of the implementation of flexible workplace strategies at United Nations Headquarters since the issuance of the fifth annual progress report ([A/75/342](#)).
2. At the time of the preparation of the fifth annual progress report, many issues affecting the project were in flux, including the post-coronavirus disease (COVID-19) pandemic considerations of staff health and safety, evolving flexible working arrangements and potential cost escalation due to changes in schedule.
3. In the absence of precise information, a number of specific assumptions were made in relation to the programming, schedule and cost estimates. In this connection, since the previous report, the Administration has engaged an external consultant to undertake research into the post-COVID-19 pandemic workplace; obtained information on staff preferences for the use of flexible working arrangements from surveys organized by the United Nations Staff Union in New York; and negotiated with vendors to obtain more accurate cost estimates.
4. The report provides updates on project status, scope, schedule and cost, taking into account the most recent information available. It also addresses specific comments and recommendations from the Advisory Committee on Administrative and Budgetary Questions (see [A/75/7/Add.13](#), as endorsed by the General Assembly in its resolution [75/253](#)).

## II. Project update

### A. Status

5. As of January 2021, 22 floors of the Secretariat Building have been reconfigured into flexible workspace of the 27 originally planned, resulting in an additional capacity of 1,291 in the main United Nations Headquarters complex since the start of the project.
6. The annex to the present report shows the number of floors completed, including the designed capacity, number of posts assigned to the floors and actual occupancy, in addition to capacity on flexible workplace floors before and after implementation.
7. The Secretariat also vacated the fourth floor of the FF building as planned, which was made possible by the added capacity in the Secretariat Building.

### B. Industry trends

8. In September 2020, the Secretariat engaged a space management consultant to benchmark the approach taken at Headquarters to managing office space in line with COVID-related restrictions and examine the approach adopted by three comparable public organizations and one private organization in North America regarding the use of office space after the pandemic. The results of the study are summarized as follows:

(a) The process of deciding on a strategy for new ways of working includes an assessment of existing space, two-way dialogue with leadership and engagement with employees;

(b) Partial remote work resulting in hybrid working arrangements was being considered by all four organizations. Each one was considering the extent and

frequency of remote working on the basis of work patterns, type of workforce and any special requirements;

(c) In addition, those organizations that had assigned spaces for their staff members were expected to make the transition to unassigned seating for a hybrid workplace attendance strategy. Expected space modifications included adding more collaborative spaces and an increased variety of workspaces;

(d) The organizations that had already unassigned seating expected to increase the population in their buildings by using higher seat-sharing ratios without significant modifications to their existing physical workspace;

(e) None of the organizations were returning to assigned, enclosed office-based environments, and the degree of anticipated change to the physical workplace was dependent on the extent of future remote working;

(f) Two of the four organizations were piloting new strategies for the future and exploring real estate consolidation scenarios.

9. The recommendations contained in the study carried out by the space management consultant are presented in table 1.

Table 1

**Recommendations and actions**

<i>Recommendations</i>	<i>Actions</i>
<b>Return to office</b>	
Evaluate United Nations protocols against what has or has not worked for other organizations	Implemented 6-foot/2-metre distancing environment in tandem with reduced daily occupancy patterns
Consider staff education through change management communications and coaching to ensure that the expected protocols and behaviours are reinforced	Deployed operational protocols and sanitation and hygiene measures
To complement leadership messaging, reflect expectations through signage	Communicated the new protocols through environmental signages, regular town hall sessions and iSeek publications to ensure that they were followed
<b>Post-COVID-19 pandemic work environment</b>	
Establish that the United Nations does not foresee a return to assigned space	The Secretariat is considering the level of remote working that will continue post-pandemic, assessed on an entity, function and floor-by-floor basis, and whether entity requirements for space to support different kinds and styles of work have shifted to require space and/or technology alterations
Amend the typical flexible workplace floor programming process to assess the anticipated prevalence and impact of post-pandemic remote working on the remaining floors	One of the core concepts of the flexible workplace implementation is the tailored floorplans that fit users' work needs. As a result, post-pandemic requirements and possible increased flexible working arrangements could be seamlessly integrated into the work needs analysis and programming process

<i>Recommendations</i>	<i>Actions</i>
Use the programming results to identify potential interventions (across the remaining floors)	Depending on the approved scope, the interventions could be applied to the remaining floors
Implement appropriate space strategies and evaluate results after the space has been reoccupied	Post-occupancy evaluation currently used for the flexible workplace implementation would need to be modified for new space strategies
Explore the potential for similar intervention across the remainder of the Secretariat Building	The Administration will evaluate the opportunities for similar interventions across the remainder of the Secretariat Building and if applicable, across the entire United Nations Headquarters real estate portfolio, in connection with its review of office accommodation requirements under the new work environment

10. The findings of the study were shared with the working groups discussing approaches to the new work environment and the post-pandemic workspace environment.

### C. Survey conducted by the United Nations Staff Union

11. The survey was issued to all New York-based staff on three separate occasions, in April, June and November 2020, and contained the same set of questions relating to the experiences of staff working during the COVID-related restrictions. Response rates averaged approximately 20 per cent. One of the questions, relating to the post-pandemic environment, was, "If allowed to choose, how many days (per week) would you like to telecommute?"

12. Table 2 shows the breakdown of the answers to that question.

Table 2  
**United Nations Staff Union survey response on staff preference on telecommuting**  
(Percentage)

<i>Number of days per week</i>	<i>Time of survey</i>		
	<i>April 2020</i>	<i>June 2020</i>	<i>November 2020</i>
0	8	5	5
1	10	6	7
2	26	17	15
3	30	29	31
4	10	14	14
5	17	28	27
<b>Total responses</b>	<b>1 677</b>	<b>1 196</b>	<b>1 372</b>

13. These numbers give a clear indication of an interest among staff for greater use of telecommuting post-pandemic. However, it is unknown whether the responses to these surveys are representative of the entire staff body and it is unclear how attitudes may change after understandable fears of viral transmission have subsided. The

numbers are taken as a preliminary indication of staff preferences. The Secretariat is working on details of returning to the office, where work patterns, hybrid teams, information and communications technology support requirements and business continuity will be factored into the analysis of future workspace requirements at Headquarters.

#### **D. Efforts undertaken to have an independent evaluation done of the flexible workplace project**

14. The Secretariat sought the assistance of the Board of Auditors and the Office of Internal Oversight Services (OIOS) to conduct an independent and comprehensive evaluation of the project as requested by the Advisory Committee. The Board informed the Administration that it would be carrying out a financial review in the context of its audit of the year 2020 and recommended that OIOS or an external evaluator be requested to conduct a comprehensive evaluation of the project. OIOS reiterated that there were limited resources to undertake such an evaluation in 2021.

15. Given the responses received, the Secretariat recommends that an external evaluator be engaged through a procurement process, to undertake an independent evaluation of the project, as previously proposed ([A/74/345](#), para. 19).

#### **E. Other matters**

##### **1. Flexible workplace in offices away from Headquarters**

16. Noting the Advisory Committee's encouragement ([A/75/7/Add.13](#), para. 32) for further coordination and sharing of experiences, as well as best practices in relation to COVID-19 risk mitigation measures among duty stations, the project team, in coordination with the Global Asset Management Policy Service of the Office of Programme Planning, Finance and Budget, continues to coordinate closely with offices away from Headquarters and regional commissions that are implementing or plan to implement flexible workplace strategies as part of new construction or major renovation projects. Flexible workplace strategies are implemented at each duty station in accordance with local needs and conditions.

17. As part of the category management strategy, the Secretariat is working on the sustainable sourcing of open office space furniture for the future requirements of Secretariat entities outside Headquarters that would include promoting the use of locally sourced and manufactured materials, labour and expertise. As requested by the Advisory Committee, additional information on the model contract for such goods and services will be provided in future reports.

##### **2. Flexible workplace and flexible working arrangements**

18. With respect to the Advisory Committee's recommendation on the flexible working arrangements, (*ibid.*, paras. 34–35), the Secretariat is reviewing the existing policy on flexible working arrangements on the basis of the lessons learned from the experience in 2020 of working remotely on a large scale owing to the COVID-19 pandemic.

##### **3. Accessibility**

19. Taking note of the Advisory Committee's recommendation (*ibid.*, para. 36), the Secretary-General will include, in his final report, lessons learned and best practices relating to accessibility that will also inform the new ways of working.

### III. Project scope

20. In response to the Advisory Committee's recommendation (ibid., para. 14), and with additional information on industry trends and renegotiated construction costs, the Secretariat re-evaluated the overall scope of the project.

21. With five floors remaining, the project is on hiatus. Taking into consideration scheduling risks, emerging user requirements and the evolving use of flexible working arrangements, the Secretariat is considering two different scenarios on how the project can proceed with the remaining floors:

(a) Scenario 1: Resume the construction during the third quarter of 2021. Through the new post-COVID-19 pandemic programming, the project team will engage with the users and proceed to finish the project by mid-2022;

(b) Scenario 2: Close out the project. This would entail conducting a post-occupancy survey for the floors completed in 2019 and 2020, finalizing the project closeout documentation and initiating the procurement process for an external independent evaluation of the project. Post-occupancy surveys and the independent study could be conducted only after staff return to the premises, post-pandemic. Under this scenario, all post-pandemic and workspace reconfigurations required to meet emerging needs would be deferred and a new initiative considered.

22. Scenario 1 offers additional opportunities for consolidation and efficiency gains and, as a result, more flexibility to adjust to fluctuating occupancy levels. The further increase in capacity in the Secretariat Building from completing the remaining five floors is estimated between 110 and 150, depending on final user requirements. Table 3 shows the anticipated benefits and impacts for each of the entities occupying the five remaining floors through the implementation of the flexible workplace project.

Table 3

#### Anticipated benefits for entities occupying the five remaining floors of the Secretariat building

Floor	Entity	Anticipated benefits arising from flexible workspace implementation
8	Department of Safety and Security	<ul style="list-style-type: none"> <li>Department staff working in a traditional workspace and off-site staff can move into the main complex, resulting in increased collaboration</li> <li>The move would make the fourteenth floor of the FF building available</li> </ul>
29	Department of Economic and Social Affairs	<ul style="list-style-type: none"> <li>All Department staff in the Secretariat Building will be working in the flexible workplace environment</li> <li>Some Department staff from the DC-2 building can move into the main complex, making one floor in the DC-2 building available</li> </ul>
32	Department of Management Strategy, Policy and Compliance, Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, and Office of the Special Adviser on Africa	<ul style="list-style-type: none"> <li>All staff of the Office of the High Representative can be relocated to the thirty-second floor</li> <li>The Executive Office of the Department can move from the twentieth floor and join their colleagues on the thirty-second floor, vacating part of the twentieth floor</li> <li>All staff from the Division for Special Activities of the Department of Operational Support can join the</li> </ul>

<i>Floor</i>	<i>Entity</i>	<i>Anticipated benefits arising from flexible workspace implementation</i>
		rest of the team on the twentieth floor, vacating part of the twelfth floor
		<ul style="list-style-type: none"> <li>• 20 staff members of the Department for General Assembly and Conference Management can move from the Albano Building to the twelfth floor</li> <li>• Part of a floor in the Albano Building would become available</li> </ul>
36	Office of Legal Affairs	<ul style="list-style-type: none"> <li>• There would be sufficient space to create a new legal library on the thirty-sixth floor</li> </ul>
37	Executive Office of the Secretary-General	<ul style="list-style-type: none"> <li>• Possible demand reduction in temporary offices in support of special mandates</li> </ul>

23. On the basis of the study conducted, while hybrid working arrangements may continue through flexible workspaces and a higher seat-sharing ratio post-pandemic, it is noted that, in the light of the restrictions in place due to COVID-19, limitations on the use of workspaces and uncertainties regarding the new ways of working, it remains challenging to draw definite conclusions on anticipated benefits for each entity concerned.

24. Given these uncertainties, scenario 2 offers an opportunity to definitively evaluate the impact of the future ways of working, once defined, on the Headquarters real estate portfolio and to reflect it comprehensively in future reconfiguration plans. In this scenario, it is not anticipated that such plans would be limited to the remaining five floors of the Secretariat Building but would take into account any adjustments needed to the office space in a post-pandemic context. It would therefore be a new project with a different scope and budget.

#### IV. Project schedule

25. On the basis of the scenarios described above, the project schedule previously provided in [A/75/342](#) has been updated (see figure below).

### Proposed flexible workplace construction schedule scenarios

Scenarios	2021				2022			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Scenario 1			S-37	S-29	POE			
				TBD	TBD			
						TBD		POE
								Independent evaluation
Scenario 2			POE					
			Procurement process - Consultancy service			Independent evaluation		

*Abbreviations:* POE, post-occupancy evaluation; Q1, first quarter; Q2, second quarter; Q3, third quarter; Q4, fourth quarter; TBD, to be determined.

## V. Project cost

26. As at 31 December 2020, project expenditure totalled \$47,574,100, as shown in table 4. The expenditure for 2020 was primarily for project management and supervision, given that the construction work for the floors completed in 2020 was obligated in 2019 and the implementation of the five floors in 2020 was put on hold.



Table 4  
Actual project cost as at 31 December 2020

<i>Project cost, by activity</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>Total</i>
Planning and design services	328 600	966 400	233 200	222 000	233 200	31 000	2 014 400
Independent evaluation	–	–	–	–	–	–	–
Secretariat Building reconfiguration/ renovation	1 559 800	4 561 000	9 766 800	11 596 800	12 260 300	–	39 744 700
Swing space	3 104 200	–	–	86 900	86 900	–	3 278 000
Additional moves	26 300	–	–	–	–	–	26 300
<b>Subtotal</b>	<b>5 018 900</b>	<b>5 527 400</b>	<b>10 000 000</b>	<b>11 905 700</b>	<b>12 580 400</b>	<b>31 000</b>	<b>45 063 400</b>
Project supervision and management	202 000	430 000	470 200	446 300	468 800	493 400	2 510 700
<b>Total</b>	<b>5 220 900</b>	<b>5 957 400</b>	<b>10 470 200</b>	<b>12 352 000</b>	<b>13 049 200</b>	<b>524 400</b>	<b>47 574 100</b>

27. Since the previous report of the Secretary-General ([A/75/342](#)), the Secretariat has engaged with the existing vendors to estimate the potential cost escalations of delaying the project beyond the 31 December 2020 expiration date of the negotiated prices for construction and furniture. As recommended by the Advisory Committee ([A/75/7/Add.13](#), para. 21), the new expiration dates and escalation on all contracts required for the implementation of the project are provided in table 5.

Table 5  
Contracts for flexible workplace implementation<sup>a</sup>

<i>Description of service</i>	<i>Expiration date</i>	<i>2021 escalation</i>	<i>2022 escalation</i>
Space management consultancy	February 2023	None	None
Furniture	February 2023	None	None
Architectural services	February 2023	10 per cent	Additional 10 per cent
Construction	February 2023	None	10 per cent

<sup>a</sup> All information listed presents the results from preliminary discussions, pending a final determination of scope.

28. To address the Advisory Committee's recommendation (*ibid.*, para. 18) for the Secretariat to explore further opportunities for the reassignment of the remaining members of the project management team, the Administration also assessed all possible options within its staffing table to absorb some of the work of the project. With the reduction of the P-4 from the project management team ([A/75/342](#), para. 48) and considering the remaining scope of the project and the workload of the Facilities and Commercial Activities Service, there was no available option under scenario 1. The P-5 and the General Service (Other level) positions are essential to managing the final phase of the project on a full-time basis and are considered the minimum full-time capacity needed to efficiently bring the project to completion.

29. Table 6 presents the updated and refined estimated requirements of the flexible workplace project to complete the project as initially intended (scenario 1) and to close out the project (scenario 2), considering the financial implications relating to scope adjustments, additional delays in the construction schedule and cost escalations, in accordance with the Advisory Committee's recommendation ([A/75/7/Add.13](#), para. 21).

Table 6  
Estimated project cost by activity, under the two scenarios

Project cost, by activity	2015–2020	Scenario 1				Scenario 2	
		2021	2022	Total	Project total	2021	Project total
Planning and design services	2 014 400	48 600	48 600	97 200	2 111 600	30 000	2 044 400
Independent evaluation	–	–	370 800	370 800	370 800	370 800	370 800
Secretariat Building reconfiguration/renovation	39 744 700	3 349 450	3 349 450	6 698 900	46 443 600	–	39 744 700
Swing space	3 278 000	–	–	–	3 278 000	–	3 278 000
Additional moves	26 300	–	–	–	26 300	–	26 300
<b>Subtotal</b>	<b>45 063 400</b>	<b>3 398 050</b>	<b>3 768 850</b>	<b>7 166 900</b>	<b>52 230 300</b>	<b>400 800</b>	<b>45 464 200</b>
Project supervision and management	2 510 700	391 800	163 250	555 050	3 065 750	352 900	2 902 500
<b>Total</b>	<b>47 574 100</b>	<b>3 789 850</b>	<b>3 932 100</b>	<b>7 721 950</b>	<b>55 296 050</b>	<b>753 700</b>	<b>48 327 800</b>

30. Given the low escalation costs associated with resuming the project in 2021, the total project cost for completing all five remaining floors in the Secretariat Building under scenario 1 is estimated at \$55,296,050, including \$370,800 for the independent evaluation. This amount represents an increase of \$314,650 compared with the original estimate of \$54,981,400, which is less than 1 per cent of the overall project cost.

31. The difference in cost is due to an escalation in the architectural service contract and additional project management costs.

32. Given that the estimated cost is based on the preliminary design, the final cost is subject to change after user engagement. The estimated increase in cost can be absorbed within the initial project estimate, provided that there is no drastic change in the design following user engagement. The Administration will continue to monitor the schedule and overall cost of the project to ensure that the project delivers the most value within the original project envelope.

33. The cost of closing out the project without completion of the remaining five floors under scenario 2 is estimated at \$48,327,800, at a cost avoided of \$6,653,600 from the original estimate.

#### Estimated project cost by activity in 2021–2022

34. Under scenario 1, the cost of completing the reconfiguration of the five remaining floors as initially intended under the extended timeline to July 2021 is estimated at \$7,721,950, with requirements of \$3,789,850 in 2021 and \$3,932,100 in 2022. The cost by activity is described in detail as follows:

(a) Consultancy (\$97,200): The remaining estimated cost is based on the contract rates for the project planning and change management services, which would incorporate a COVID-19-related study. With additional information on COVID-19 responses and increased telecommuting, this process involves in-depth engagement with the affected entities on the remaining floors to undertake the work-needs analysis that will inform the design of each floor. The cost also includes the drafting of outreach communications and post-occupancy surveys for all floors completed in 2019 and 2020;

(b) Independent evaluation (\$370,800): The estimated cost to carry out an independent evaluation of the project and compile a list of best practices and lessons learned in the project;

(c) Reconfiguration (\$6,698,900): Through a series of negotiations, with the exception of the architectural service, the estimated costs for construction and furniture to complete the remaining floors are based on the unit prices of the 2017 contracts;

(d) Project management (\$555,050): The cost of the project management team, consisting of one Project Manager (P-5) and one Administrative Assistant (General Service (Other level), from January 2021 to May 2022, funded from general temporary assistance.

35. Under scenario 2, the estimated cost of \$753,700 is composed of mainly consultancy services for the post-occupancy surveys, an independent evaluation and the project management team for the duration of the closeout activities until December 2021. Taking into account the amount of \$145,700 already appropriated by the General Assembly for 2021 for the project, the additional resources required for the year amount to \$608,000, as follows:

(a) Consultancy (\$30,000): The remaining estimated costs are based on 2017 contracted rates for the project planning and change management services. The cost includes two post-occupancy surveys for all floors completed in 2019 and 2020;

(b) Independent evaluation (\$370,800): The estimated cost to carry out an independent evaluation of the project and compile a list of best practices and lessons learned regarding the project;

(c) Project management (\$352,900): The cost of the project management team consisting of two temporary positions, namely, one Project Manager (P-5), from January to December 2021, and one Administrative Assistant (General Service (Other level), from January to August 2021, funded from general temporary assistance.

## VI. Comparison between scenarios and recommendation

36. With the assumption that the Administration can ascertain staff readiness and willingness to continue with the flexible workplace and that there would be no significant change in design that would have an impact on the cost, table 7 provide a summary comparison between the two scenarios described in paragraph 21 above.

Table 7  
Summary comparison between scenario 1 and scenario 2

Category	Scenario 1: Resume the construction in July 2021	Scenario 2: Close out the project and initiate a new project
Cost	7,721,950	753,700
Additional capacity	110–150	—
Stage of project	Project is more than 80 per cent complete, with an established team and contract in place	The flexible workspace project would conclude. Any future reconfiguration project would require mobilization, new contracts and resources
Future flexibility and adaptability	Additional flexibility and opportunity to address surge demand and fluctuating occupancy levels and reduce off-site office space as leases expire in the coming years. The assumption, based on emerging trends, is that hybrid working arrangements will continue, with a flexible workspace and a higher seat-sharing ratio being the prevalent anticipated scenario post-pandemic, and that the Organization will	No additional flexibility from the current project

Category	Scenario 1: Resume the construction in July 2021	Scenario 2: Close out the project and initiate a new project
	therefore not return to assigned seats. Given the agile nature of the flexible workplace concept, the space can be adjusted once the future requirement is confirmed. The number of posts assigned to the space can be increased through seating ratios without any reconfiguration	
Accurate representation of post-pandemic work environment	The flexible workplace concept would be applied consistently throughout the Secretariat Building in line with emerging trends, but the remaining five floors to be reconfigured would not reflect the full impact of the post-pandemic environment on the workplace in general and on the requirements of the entities concerned	By closing out the project, the Secretariat will have more time to assess the post-pandemic environment and its impact on the workplace and future office space requirements at Headquarters. It would also reduce the risk of having to adjust the configuration of the remaining floors post-construction owing to the current uncertainties regarding future user requirements

37. The Secretariat considers that scenario 2 offers more compelling advantages and fewer risks than scenario 1 and therefore proposes proceeding with scenario 2.

## VII. Next steps

38. Subject to approval by the General Assembly, the Secretariat would undertake the following:

- (a) Conduct a post-occupancy survey for the floors completed in 2019 and 2020;
- (b) Initiate the procurement process for an external independent evaluation of the project;
- (c) Close out the project;
- (d) Assess alternate work modalities and changing workspace requirements in the post-pandemic environment to incorporate these requirements into implementation plans for new ways of working at Headquarters premises;
- (e) Submit a final report to the seventy-seventh session of the General Assembly that provides a summary of the outcome of the project and any findings and recommendations of the independent evaluation, and include a section covering all the lessons learned.

## VIII. Actions requested of the General Assembly

39. The General Assembly is requested:

- (a) To take note of the present report;
- (b) To approve an additional appropriation of \$608,000 for the project in 2021, comprising \$535,100 under section 29B, Department of Operational Support, and \$72,900 under section 36, staff assessment, of the programme budget for 2021, based on the estimated cost for scenario 2, including for the continuation of two temporary positions (1 P-5 until December 2021 and 1 General Service (Other level) until August 2021);
- (c) To request the Secretary-General to submit the next report to the General Assembly at the main part of its seventy-seventh session.

## Annex

### Floors completed to date, their designed capacity, posts assigned, staff capacity and actual occupancy before and after the implementation of a flexible workplace

Floor	Occupants	Completion date	Before implementation		After implementation			Actual occupancy as at 30 August 2019	Designed capacity gain
			Designed capacity	Posts assigned	Designed capacity	Posts assigned	Staff capacity		
7	Department of Safety and Security, United Nations Operations and Crisis Centre, Department of Peace Operations and Department of Global Communications	July 2018	72	72	148	133	113	108	76
9	Department of Global Communications	September 2018	77	77	151	131	122	103	74
10	Department of Global Communications	August 2018	85	85	148	136	120	108	63
11	Department of Global Communications	July 2018	89	89	154	133	124	119	65
12	Department for General Assembly and Conference Management	July 2017	67	67	135	110	109	199	68
13	Department of Operational Support and Office of Information and Communications Technology	June 2016	74	74	130	126	107	107	56
14	Department of Operational Support	February 2018	88	88	144	150	115	114	56
17	Department of Operational Support	May 2018	90	90	143	144	115	116	53
18	Department of Management Strategy, Policy and Compliance	June 2016	87	87	148	140	119	123	61
19	Department of Management Strategy, Policy and Compliance	June 2016	89	89	138	135	112	97	49
20	Department of Operational Support and Department of Management Strategy, Policy and Compliance	October 2017	79	79	119	139	100	109	40
21	Department of Management Strategy, Policy and Compliance	October 2017	89	89	139	158	113	117	50
22	Department of Peace Operations and Department of Political and Peacebuilding Affairs	November 2019	90	90	155	132	125	107	65
23	Department of Peace Operations and Department of Political and Peacebuilding Affairs	November 2019	91	91	136	137	111	103	45
24	Department of Political and Peacebuilding Affairs	July 2019	92	92	128	121	105	113	36
25	Development Coordination Office and Department of Economic and Social Affairs	March 2020	86	86	153	156	124	140	67
26	Department of Economic and Social Affairs	July 2020	91	91	154	142	125	99	63
30	Department for General Assembly and Conference Management	March 2018	82	82	140	141	115	105	58
31	Office of the Special Representative of the Secretary-General for Sexual Violence in Conflict, Office of the Special Adviser of the Secretary-General on the Prevention of Genocide, Office of the United Nations High Commissioner for Human Rights	April 2018	92	92	146	84	119	106	54
33	Office for the Coordination of Humanitarian Affairs	April 2019	85	85	165	152	132	140	80
34	Department of Political and Peacebuilding Affairs	August 2019	89	89	144	118	117	102	55
35	Department of Political and Peacebuilding Affairs, Department of Operational Support and Department of Peace Operations	October 2020	96	96	153	109	124	104	57
<b>Total (22 floors)</b>			<b>1 880</b>	<b>1 880</b>	<b>3 171</b>	<b>2 927</b>	<b>2 566</b>	<b>2 539</b>	<b>1 291</b>