

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

Personnel of UNFPA

Fixed Term and Continuing Appointments: Staffing

TABLE OF CONTENTS

I. Posts	4
Posts, post description, post classification:	4
II. Internal applicants for vacant UNFPA posts:	4
(1) Right of internal applicants to special consideration:	4
(2) Lateral and upward moves:	5
(3) Movements between categories:	5
(4) No downward moves:	5
(5) No right of return to previous post following selection for another post:	6
General principle:	6
Exceptions:	6
(6) Special measures in cases of abolition of post or reduction of staff:	6
III. Procedures on selection of staff	7
(1) Posts in the Professional and higher categories at headquarters and field duty stations, and procedures for posts in the General Service category at headquarters:	7
Guidelines on selection process:	8
Selection proposal:	8
Compliance review:	8
Selection decision:	8
Responsibilities:	8
Review and monitoring of selection process by DHR:	9
(2) Rotational posts, if they are being filled utilizing the Leadership Pool:	9
Background:	9
Definition of rotation:	10
Scope of application:	10
Principles of rotation:	10
Length of tours of duty:	11
Selection and rotation process for international rotational posts:	12
(3) Posts filled through Staffing Rosters maintained at Headquarters:	13
General information:	13

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing Human Resources

Solicitation of applications to rosters:	14
Proposal for placement on staffing roster:	14
Review by CRB:	14
Decision regarding placement on roster:	15
No expectancy of selection:	15
Selection of roster candidates:	15
Responsibilities:	16
Review and monitoring of selection process by DHR:	16
(4) Posts in the National Officer category and posts in the General Service category at field duty stations:	16
Overview and applicability:	16
Staff selection decision in cases not requiring CRB review:	16
Staff selection decision in cases requiring CRB review:	17
Responsibilities:	17
Consultation with Regional Offices; clearance by DHR no longer required:	17
IV. Exceptions to the selection procedures for vacant UNFPA posts:	17
(1) Selection/reassignment by the Executive Director:	18
(2) Lateral reassignment of staff by headquarters division directors and field duty station managers; endorsement by DHR:	18
(3) Posts funded through special mechanisms:	18
(4) Minimum time frames for post incumbency prior to consideration for different posts:	19
V. UNFPA Compliance Review Boards:	19
(1) Staffing decisions requiring compliance review:	19
(2) The central review bodies in UNFPA:	20
(3) Scope of review:	20
(4) Rules of procedure of the CRBs:	21
VI. External applicants to vacant UNFPA posts/administration of recruitment:	21
VII. Appointment at/promotion to the level of the post:	22
(1) Principle of appointment at/promotion to the level of the post:	22
(2) Exceptions to the principle:	22
Appointment/reassignment one grade level below the level of the post:	22
VIII. Circulars on staff selection decisions	23

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

-
- | | |
|--|----|
| (1) Staff in the Professional and higher categories and in the General Service category at Headquarters: | 23 |
| (2) Staff in the National Officer category and in the General Service category at field duty stations: | 23 |

I. Posts

Posts, post description, post classification:

1. No selection process should commence without an available, budgeted, classified and approved post. The post should be supported by an up-to-date post/job description, which describes the responsibilities and required competencies of the incumbent. The post description is subject to classification under the applicable International Civil Service Commission (ICSC) standard.¹

II. Internal applicants for vacant UNFPA posts:

(1) Right of internal applicants to special consideration:²

2. Staff Regulation 4.4 provides: “Subject to the provisions of Article 101, paragraph 3, of the Charter, and without prejudice to the recruitment of fresh talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of the United Nations.” Art. 101, para. 3, United Nations Charter stipulates that it is necessary to secure the highest standards of efficiency, competence and integrity in the employment of staff.
3. Subject to these requirements, UNFPA will accord special consideration to internal applicants.³ This means that UNFPA shall especially consider whether the internal applicant has the requisite core and functional competencies for the post. Experience, knowledge and institutional memory relevant to the functions shall be considered as the personal contribution of the internal applicant to the achievement of the goals of UNFPA and, as such, are an important element of the process of consideration and selection.

¹ While the post reflects the need to employ a person to perform a set of assigned duties, the classification determines the grade level of the post and, as a result, the salary scale that will apply to remunerate any future incumbent.

² With regard to this issue, the UNFPA Human Resources Strategy states: “Where competency gaps exist in terms of filling vacancies by internal candidates through reassignments, rotation and/or conversion of staff, these gaps have to be addressed through external recruitment ... External recruitment gains particular importance at a time when attrition rates increase due to retirement of staff and the existing competency profile of UNFPA staff needs to be complemented from external sources to meet future challenges” (See: A Strategy for the Management of the Human Resources of UNFPA (Transformational Goals Framework and Key Elements), 23 June 2002).

³ For the definition of internal applicants, see the “glossary” in this Personnel policy (above).

(2) Lateral and upward moves:

4. UNFPA has established an inventory of expected behaviors, skills and knowledge that lead to excellence on the job, which is referred to as UNFPA's competency framework. Selection decisions are based on the consideration as to which applicant best meets the core and functional competencies required for the post in question. Therefore, any internal applicant may apply to any advertised post vacancy in UNFPA, subject to the provisions of this policy.

(3) Movements between categories:

5. As stated above, selection decisions are based on the consideration as to which applicant best meets the core and functional competencies required for the post in question. Therefore, no restrictions other than those established in this policy are placed upon staff members appointed in one category (*e.g.* in the General Service category) to apply to any vacant post in another category (*e.g.* in the professional or National Officers categories), if they are of the opinion that they have the required functional and core competencies and meet the other selection criteria for the post (*e.g.* academic background, language, experience).
6. It is necessary that General Service staff members who apply to and are considered for Professional or National Officer category posts have unambiguously demonstrated the competencies needed to advance to the post. They shall not be exempted from any of the requirements of the relevant post, including the required functional competencies and academic requirements. In particular, long term service with UNFPA in the general service category does not provide a basis for any such exemption.
7. Furthermore, no exemption shall be made regarding the nationality requirement of members of the General Service category who apply to and are considered for a post in the national officer category. Therefore, even if a General Service staff member has acquired the academic qualifications and the functional competencies required for the post, but does not meet the nationality requirement, he/she cannot be considered for or appointed to the post.

(4) No downward moves:

8. Staff members should not apply to a post classified at a lower grade level than their current level of appointment.⁴

⁴ However, for operational reasons, for example in the context of rotation under Annex II of this policy, the reassignment of a rotational staff member to a lower level post may occasionally occur.

(5) No right of return to previous post following selection for another post:

General principle:

9. UNFPA staff members do not maintain any right of return to (or “lien on”) a specific post. Should a UNFPA staff member, following his/her application to a vacant post, be selected for and appointed to the vacant post, the staff member will encumber that post without any right of return to the previous post.⁵

Exceptions⁶:

10. The following exceptions to this principle apply:
- Interest of UNFPA: in the interest of the UNFPA, the Director, Division for Human Resources (DHR), may approve exceptions. However, in such case the right of return to/lien on the previous post should not exceed *one year*;
 - Detail assignments: this principle does not apply to detail assignments;
 - Inter-organization exchange: UNFPA promotes inter-agency mobility. A detailed description of UNFPA’s policy on inter-organization exchange is included in this UNFPA policy on Personnel under “Inter-Organization Exchange”.

(6) Special measures in cases of abolition of post or reduction of staff:

11. In accordance with Staff Rule 9.6(e) and 13.1(d), if the necessities of service require abolition of a post or reduction of the staff and subject to the availability of suitable posts in which their services can be effectively utilized, staff members with permanent appointments shall be retained in preference to those on continuing appointments and staff on continuing appointments shall be retained in preference

⁵ Examples: This rule applies to a staff member who encumbers a post established under the BSB and successfully applies to a post funded under a programme or project. The staff member will be reassigned to the programme or project post and does not maintain a right of return to the BSB-funded post previously encumbered. An appointment from a post in the GS category to a post in the professional or National Officers category or from an National Officer post to a post in the Professional or higher category is equally subject to this rule. No right of return to the General Service or National Officer post will be maintained once the staff member has advanced to the post in the higher category. Therefore, an appointment from within the General Service or National Officer category to a post in a higher category should not be made for purposes of trial or testing as the staff member may not return to the General Service post previously encumbered if the performance of the staff member in question should prove unsatisfactory on the higher category post.

⁶ This section deals solely with the consequences of selection for another post. Other UNFPA human resources policies deal with other specific topics and may regulate the rights of return to posts for defined periods of time, for example in the context of SLWOP, SLWOP for developmental purposes, etc. The user should consult those policies.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

to all other types of appointments, provided that due regard shall be had in all cases to relative competence, to integrity and to length of service.

12. Following an abolition of post or a reduction in work force, if a UNFPA staff member applies to a UNFPA post, specific requirements relating to selection proposals or decisions by line managers apply. These requirements are established in the chapter on abolition of posts/reduction of staff in the [UNFPA Separation policy](#).⁷ Further to the rules on selection of staff in this UNFPA policy on Personnel, line managers shall follow the rules established in the UNFPA Separation policy.

III. Procedures on selection of staff

13. UNFPA has established four separate staff selection procedures. For ease of reference, the four selection procedures are separately described. The user should identify the applicable procedure, listed under sections (1), (2), (3) or (4) below. The four staff selection procedures are as follows:

Posts administered at headquarters:

- (1) For posts in the International Professional and higher categories at headquarters and field duty stations (both for non-rotational posts, and for rotational posts if the rotational post is not being filled from the Leadership Pool, and posts in the General Service category at headquarters (*see section (1) below*);
- (2) For posts in the Professional and higher categories designated as rotational posts that are being filled utilizing the Leadership Pool in accordance with section (2) below;
- (3) For posts filled through staffing rosters maintained at headquarters (*see section (3) below*);

Posts administered at field duty stations:

- (4) For posts in the National Officer category and posts in the General Service category at field duty stations (*see section (4) below*).

(1) Posts in the Professional and higher categories at headquarters and field duty stations, and procedures for posts in the General Service category at headquarters:

⁷ Available on PPM, Human Resources, Personnel Policies and Procedures, Separation.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

Guidelines on selection process:

14. Guidelines on the staff selection process are contained in Annex I to this policy regarding the following posts:
 - Non-rotational posts in the international professional and higher categories at field duty stations and at headquarters;
 - Rotational posts in the professional and higher categories at field duty stations and at headquarters, if the rotational post is not being filled utilizing the Leadership Pool;
 - Posts in the General Service category at headquarters.

Selection proposal:

15. In consultation with DHR, the line manager should make a proposal as to which applicant should be offered the post. He/she may also propose a number of applicants and the order in which they should be offered the post.

Compliance review:

16. DHR will refer the matter to the Contracts Review Board (CRB), as necessary, before the final selection decision is taken (see below section V).

Selection decision:

17. In staff selection cases for posts in the *Professional and higher categories*, the selection proposal, together with any CRB compliance review recommendation, is referred to the Executive Director for Director level staff and the respective Deputy Executive Director for International Professional staff for a final selection decision.
18. In staff selection cases for posts in the *General Service category* at headquarters, the selection proposal, together with any CRB compliance review recommendation, is referred to the Division Director, for a final selection decision.

Responsibilities:

19. The line manager is responsible:
 - For the substantive and competency-related aspects of the selection proposal;
 - For giving attention to the staffing principles of UNFPA;
 - In cases of internal applicants, for giving attention to the rules governing internal applicants (see above section II (1));
 - In cases of applicants on abolished posts, for giving attention to the rules governing applicants on abolished posts (see the relevant section in the UNFPA Separation policy).

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

Review and monitoring of selection process by DHR:

20. Further to the role of the CRB, DHR may at any time review whether the selection process complied with the Staff Regulations, Rules or applicable UNFPA policies. If the selection process was not in compliance, DHR may halt any staffing action, order appropriate, corrective measures, including repeating the process or adding an applicant to a shortlist.

(2) Rotational posts, if they are being filled utilizing the Leadership Pool:

Background:

21. Rotation is a key element in the human resources strategy⁸ of UNFPA. It is an instrument in human resources management for the achievement of staff mobility. Service as an internationally recruited staff member in UNFPA, which is a global, field-based international development organization, always includes the expectation to serve in different duty stations over the course of a career.
22. Rotation is mutually beneficial to the organization and to its staff. It contributes to a more effective and high-performing organization by staffing UNFPA country, sub-regional, regional and headquarters offices with the best-qualified staff on a systematic and managed basis. It is in the strategic and programmatic interest of UNFPA that staff members at headquarters have field experience and that managers in country offices have gained experience at headquarters and in other geographic regions. Rotation also brings about an enhanced sense of organizational identity and team spirit that reinforces commitment to the UNFPA mandate. Finally, rotation enhances the capacity of UNFPA staff members to contribute to a stronger United Nations team.
23. Rotation provides staff with opportunities that contribute to their professional development and career progression. Mobility through a range of assignments in different duty stations across geographic regions and between the field and headquarters enriches the professional experience of staff and enhances the competencies of the staff. Such diversity of assignment (possibly including experience in other United Nations system organizations) is beneficial for staff members who desire to advance their careers within UNFPA and within the United Nations system.

Definition of rotation:

⁸ A Strategy for the Management of the Human Resources of UNFPA: Transformational Goals, Framework and Key Elements (June 2002).

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

24. Rotation is the managed reassignment of UNFPA staff members according to specific tours of duty from one UNFPA duty station to another.
25. Inter-organization exchange⁹ or participation in any inter-agency mobility programme may also qualify as rotation within the meaning of this policy if the movement entails a change of duty station.

Scope of application:

(i) Encumbrance of rotational posts:

26. A staff member serving with UNFPA who is (i) internationally recruited is subject to rotation (ii) if he/she encumbers a rotational post.
 - (a) DHR, in consultation with the concerned manager and the Executive Director, designates posts as rotational (i) if the functions and competencies required for the post are identical, similar to or relevant for posts at other duty stations or (ii) if the rotational nature of a specific post is otherwise in the interest of UNFPA.
 - (b) DHR issues a list of posts designated as rotational from time to time.
 - (c) Staff members serving with UNFPA on a rotational post are informed that the post they encumber is rotational.

(ii) Previous encumbrance of rotational post:

27. Staff members are subject to rotation if they previously encumbered a rotational post and:
 - (a) Returned or are returning from SLWOP/SLWFP, detail assignments, other temporary assignments, including assignments as Officer-in-Charge;
 - (b) Returned or are returning from inter-organization exchange or sabbatical leave; or
 - (c) Encumber another post, such as a project, programme, “supernumerary” or other post, temporarily or for a short or set period of time.

Principles of rotation:

28. Rotation of staff in UNFPA is based on the following principles:

⁹ Or, as previously referred to, “secondment” and “loan”.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

- (a) **Obligation to accept assignment:** Staff Regulation 1.2(c) provides that “[s]taff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities and offices of the United Nations.” UNFPA staff members have an obligation to accept any assignment by the Executive Director.
- (b) **UNFPA operational needs/priorities:** UNFPA operations require that staff serve in different duty stations. Staff should be field-oriented, mobile and flexible.
- (c) **Equity in balance of assignment:** Subject to the requirement of securing the highest standards of efficiency and competence of staff and to the operational requirements of UNFPA, the work environment should also be characterized by balancing assignments in a field-based development organization. Overall, staff rotation is expected to balance assignments to duty stations with differing living and working conditions, e.g. emergency/non-emergency, hardship, moderate and Headquarters duty stations etc.
- (d) **Incentives:** Mobility is rewarded monetarily in the context of the mobility incentive (Staff Rule 3.13) and the hardship allowance (Staff Rule 3.14), the intention of which is to provide an incentive towards mobility and to compensate for hardship. Further to any monetary rewards payable under the mobility and hardship elements, service in a number of duty stations provides an opportunity for members of the staff to gain relevant experience in UNFPA and to reinforce their functional and core competencies. This, in turn, may constitute a basis for reassignment to a higher level post and for other aspects of career advancement.
- (e) **Families/dual-career couples:** It is expected that families of UNFPA staff will benefit overall from the principle of balancing assignments. The procedures established in this policy additionally provide that staff members have the opportunity to highlight specific considerations relating to their family or to the employment or residency of their spouse and ensure that UNFPA will give attention to such considerations in reassignment decisions.
- (f) **Right of staff to consideration for suitable assignments:** UNFPA staff members due to rotate are entitled to consideration for assignment to an available and suitable rotational post. This is subject to the necessity of securing the highest standards of staff competence to fill UNFPA post vacancies.
- (g) **The UNFPA rotation process will be implemented utilizing placement of candidates from the Leadership Pool.**

Length of tours of duty:

29. A tour of duty is the regular period of time a UNFPA staff member subject to rotation shall serve at a duty station before he/she is reassigned to another duty

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

station. The regular length of any tour of duty is determined under the mobility and hardship classification of duty stations issued by the International Civil Service Commission (ICSC)¹⁰. This classification provides that duty stations are designated from “A” to “E” in declining order (*i.e.* “E” being the most difficult duty station); United Nations Headquarters locations are designated as “H”.

30. Under this scheme of classifications, the length of any tour of duty shall be guided by the following, approximate time frames:
 - (a) At “H” duty stations: Five years;
 - (b) At “A” through “C” duty stations: Four years;
 - (c) At “D” duty stations: Three years;
 - (d) At “E” duty stations: Two years.
31. In the event that the ICSC classification for a duty station changes, the length of any ongoing tour of duty at that duty station should be assessed under the new classification.
32. If a staff member subject to rotation is reassigned from one post to another within the same duty station and the move entailed a change in substance of assignment, the tour of duty is extended once by a maximum of one half of its length.

Selection and rotation process for international rotational posts:

33. International rotational posts will normally be filled by the placement of candidates from UNFPA’s Leadership Pool, a pre-assessed group of candidates who have been approved as ready to perform the functions of one or more types of rotational posts.
34. The placement of candidates from UNFPA’s Leadership Pool may occur as part of an annual rotation exercise. Placement of candidates from the Leadership Pool may also occur on an ad-hoc basis outside the annual rotation exercise in the event that:
 - (a) The post was included in the annual rotation exercise but was not filled by a staff member due for rotation;
 - (b) It is an unanticipated vacancy which occurs outside the normal schedule for the rotation exercise;

¹⁰ See <http://icsc.un.org/secretariat/hrpd.asp?include=mah>

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

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- (c) It is decided in the interests of the Organization to exclude a post that would normally be included in the annual rotation exercise and to instead fill the post on an ad-hoc basis.
35. Prior to inclusion in the Leadership Pool as a suitable candidate for a rotational post, proposed applicants are submitted to the CRB, as necessary, for review and a recommendation.
36. Proposals, together with any CRB recommendation, are referred to the Executive Director for a final decision as to whether the applicant should be included in the Leadership Pool and for which job type(s). The Executive Director may consult with the Deputy Executive Directors and the Director of DHR, as necessary.
37. The mere inclusion of a candidate in the Leadership Pool shall not give rise to any expectancy, express or implied, legal or otherwise, on the part of the Leadership Pool candidate of selection or reassignment to a rotational post.
38. The final decision on placement of candidates from the Leadership Pool in specific rotational posts will be made by the Executive Director. The Executive Director may consult with the Deputy Executive Directors and Director of DHR as necessary.
39. Guidelines regarding the selection and rotation process for international rotational posts are contained in Annex II.
40. In the interest of the Organization, a rotational post may be filled through the selection procedure described in section (1) above.

(3) Posts filled through Staffing Rosters maintained at Headquarters:

General information:

41. Staffing rosters constitute a vacancy management tool intended to economize on staffing resources and considerably speed up the process of filling UNFPA vacancies with appropriate, qualified staff. This is achieved by applying selection tools in advance of the occurrence of post vacancies in the relevant occupational group, placing successful applicants on rosters, and, to the extent possible, drawing on applicants included in such rosters to fill subsequently occurring post vacancies.¹¹

¹¹ The suitability of pre-screened rosters for considerably expediting the recruitment process has been recognized, for example, in General Assembly resolution 63/250 of 24 December 2008, para. 12.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

42. DHR will identify appropriate occupational groups that may be filled through rosters, and may establish and maintain rosters of applicants for such occupational groups.
43. Staffing rosters are intended as a complementary tool to individual applications submitted to UNFPA. Therefore, vacancies will continue to be advertised, in accordance with the procedures established in this policy. Applications received to vacancies may be supplemented by persons on staffing rosters.

Solicitation of applications to rosters:

44. DHR will solicit appropriate applications to staffing rosters. The roster announcements should clearly identify that applications are sought for a roster and not for a specific post.
45. Roster announcements will be advertised simultaneously internally and externally. In appropriate cases, DHR may decide to limit roster announcements to internal applicants.
46. DHR may receive roster applications and will manage the applications. DHR may also decide to roster applicants on its own initiative if they have the appropriate qualifications.
47. DHR may prescribe specific selection tools, which should be administered by or through DHR, which may include: interview panels; assessment centers; reference checks; review of past performance; and written tests.

Proposal for placement on staffing roster:

48. On the basis of the selection tools applied, proposals should be formulated as to which applicants should be placed on a staffing roster.

Review by CRB:

49. Prior to placement on a staffing roster, applicants proposed for a roster are submitted to the Compliance Review Board, as necessary (see below, section V, on Compliance Review Boards), for review and a recommendation whether to place an applicant on a staffing roster.¹²

¹² However, this is not necessary in cases of internal roster applicants, if the decision to place him/her on a staffing roster would not entail, in the event of a successful staffing decision involving that applicant, his/her reassignment to a higher-level post.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

Decision regarding placement on roster:

50. The proposal, together with any CRB compliance review recommendation, is referred to the respective Deputy Executive Director for a final decision as to whether to place an applicant on the roster (“roster candidate”)

No expectancy of selection:

51. The placement on a staffing roster shall not give rise to any expectancy, express or implied, legal or otherwise, on the part of the roster candidate of selection for a post.

Selection of roster candidates:

52. Post vacancies belonging to an occupational group for which a staffing roster is maintained may be filled by drawing on roster candidates.¹³
53. The respective Division Director or Regional Director shall decide, which roster candidate should be offered a position in the International Professional category. For National Officer and General Service positions, the authority to select a roster candidate is delegated to the Division Director for positions in headquarters, Regional Director for positions in a Regional Office, the Representative or Country Director for positions in a Country Office, and the Head of Office for positions in countries without a UNFPA Representative.¹⁴ In appropriate cases, the manager shall consult with the Executive Director as to the suitability of the roster candidate for the specific vacancy in question.
54. The roster candidate may swiftly be assigned to the post. In particular, no further review by the CRB is required given that the roster candidate was reviewed by the CRB at the time of placement on the roster.

Responsibilities:

Moreover, this is not necessary for rosters for personnel to be deployed for less than one year on Temporary Appointments to meet specific short term requirements, such as humanitarian response requirements.

¹³ However, DHR may at any time decide, at its discretion, to fill a vacancy in an occupational category for which roster candidates are available, through the regular staff selection mechanism, or to solicit additional or further applications through the regular staff selection mechanism (section III (1) in this policy, above). Nothing contained in the section of this policy on staffing rosters (section III (3)) shall require UNFPA to rely solely on the available roster candidates when filling a post.

¹⁴ However, given that rosters are generic by nature, the manager may, if he/she so decides, conduct an interview with or apply another selection tool regarding any given roster candidate to assist him/her in arriving at the selection proposal for the specific post in question.

55. DHR is responsible:
- For managing and maintaining the roster. This includes keeping selection rosters up-to-date. DHR may, from time to time, up-date rosters by removing roster candidates from rosters and by adding new roster candidates to rosters. As a rule of thumb, roster candidates who have not been selected from the roster and assigned to a post are removed from rosters after two years. However, this may differ, depending, for example, on the occupational group in question, operational requirements, or the specific competencies of individual roster candidates;
 - As far as possible, to balance rosters in respect of gender and geographic distribution of roster candidates.
56. The manager with delegated authority is responsible:
- For the substantive and competency-related aspects of the selection decision;
 - For giving attention to the staffing principles of the United Nations and of UNFPA;
 - In cases of roster candidates who would be considered internal applicants, for giving attention to the rules governing internal applicants (see above);
 - In cases of roster candidates on an abolished UNFPA post, for giving attention to the rules governing applicants on abolished posts (see the relevant section in the UNFPA Separation policy).

Review and monitoring of selection process by DHR:

57. DHR may at any time review whether the selection process of roster candidates complied with the Staff Regulations, Rules or applicable UNFPA policies. If the selection process was not in compliance, DHR may halt any staffing action or order appropriate, corrective measures.

(4) Posts in the National Officer category and posts in the General Service category at field duty stations:

Overview and applicability:

58. Guidelines on the staff selection process are contained in ANNEX III to this policy regarding the following posts:
- Posts in the National Officer category;
 - Posts in the General Service category at field duty stations.

Staff selection decision in cases not requiring CRB review:

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

59. In cases of selection recommendations that do not require CRB review (see the part on compliance review below in this policy) the field duty station manager takes the final selection decision.

Staff selection decision in cases requiring CRB review:

60. In staff selection cases requiring CRB review (see the part on compliance review below in this policy) the process is as follows:
- The field duty station manager shall make a proposal which applicant should be offered the post. He/she may also propose a number of applicants and the order of suitability;
 - He/she shall refer the proposal to the local CRB for compliance review;
 - After taking into consideration the outcome of the compliance review and any recommendations by the CRB, the manager of the field duty station shall take the decision as to which applicant should be offered the post.

Responsibilities:

61. The field duty station manager is responsible:
- For the substantive and competency-related aspects of the selection proposal/decision;
 - For giving attention to the staffing principles of the United Nations and of UNFPA;
 - In cases of internal applicants, for attention to the rules governing internal applicants (see above);
 - In cases of applicants on abolished posts, for attention to the rules governing such applicants (see the UNFPA Separation policy).

Consultation with Regional Offices; clearance by DHR no longer required:

62. Field duty station managers should consult with their respective regional offices at appropriate times, and as may be further determined by the director of their regional office, regarding vacant posts in the national officer category.
63. The process of submission of staffing proposals in the national officer category to DHR for clearance, as previously required, no longer applies. However, as already previously the case, field duty station managers are responsible and accountable for the integrity and procedural compliance of the selection and staffing process. These processes are subject to audit by the Division for Oversight Services.

IV. Exceptions to the selection procedures for vacant UNFPA posts:

(1) Selection/reassignment by the Executive Director:

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

64. Staff Regulation 1.2(c) provides that “[s]taff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities and offices of the United Nations.”
65. The Executive Director normally relies on the regular staff selection procedures (section III above) to meet the staffing needs of UNFPA. However, the Executive Director may exceptionally decide to select an applicant or re-assign a staff member of UNFPA from one post to another outside of those systems. UNFPA staff members have an obligation to accept any assignment by the Executive Director.
66. This is without prejudice, however, to the rules concerning the UNFPA compliance review bodies on appointment and selection for higher level posts (below).

(2) Lateral reassignment of staff :

67. The Director, DHR has the authority to reassign internationally recruited staff members, and locally recruited staff at headquarters, from one post to another post within their same division or office if the posts (i) are classified at the same level, (ii) funded from the same source or budget, and (iii) are located at the same duty station.
68. Reassignment of this type by field duty station managers: In as far as it relates to locally recruited staff, the authority for reassignment is delegated to the Regional Director for positions in a Regional Office, the Representative or Country Director for positions in a Country Office, and the Head of Office for positions in countries without a UNFPA Representative. Reassignment decisions shall be properly recorded and implemented by appropriate personnel action. In the case of staff in the national officer category, field duty station managers should consult with their regional office, as appropriate.

(3) Posts funded through special mechanisms:

69. Occasionally, UNFPA may recruit or assign a staff member to posts that are funded through special mechanisms, such as shared funding on an inter-agency level for the achievement of an inter-agency goal. For such purposes, deviations from the policies or the procedures established in this UNFPA policy on Personnel are authorized. However, the decision making process should remain transparent and be documented.

(4) Minimum time frames for post incumbency prior to consideration for different posts:

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

70. Incumbency of posts for too short a period carries adverse implications, including implications for planning, management, performance measurement, staff development and financial resources, in particular when relocation costs are incurred. Therefore, it is considered undesirable from a policy perspective for staff members, shortly after they have been recruited for or reassigned to a UNFPA post, to seek to move to another post in UNFPA. As a result, the following minimum time frames for post incumbency are established prior to which staff members shall not apply for different posts:
- (a) A time frame of two (2) years in the event the staff member is assigned to a post at a duty station subject to a hardship classification of A, B, C or H;
 - (b) A time frame of one half of the tour of duty otherwise applicable to rotational posts in the event the staff member is assigned to a post at a duty station subject to a hardship classification of D or E.
71. This does not apply to staff members encumbering abolished posts. Furthermore, Human Resources Business Partners, may authorize exceptions to the minimum time frames for post incumbency if, in his/her view, the circumstances so warrant.

V. UNFPA Compliance Review Boards:

(1) Staffing decisions requiring compliance review:

72. In accordance with Staff Rule 4.15(b) – (g), central review bodies review and give advice on staffing proposals in the following categories:
- General Service and related categories;
 - Professional and higher categories up to and including level D-1.
73. In UNFPA, the following staffing **proposals are** subject to review:
- (a) Initial fixed term appointment: Initial fixed term appointments upon recruitment up to/including levels GS-7, NO-D and D-1/P-6.¹⁵
 - (b) Selection proposal of UNFPA staff member for higher level post: Selection proposals of UNFPA staff on fixed term or continuing appointments to higher-level posts up to level GS-7, NO-D and D-1/P-6;

¹⁵ This includes staff members currently on a temporary appointment who applied to a post at any of these levels.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

- (c) Placement on roster: The decision to place an applicant on a staffing roster that would entail, in the event of that roster candidate's selection from the roster, his/her initial appointment for a fixed term (fixed term appointment) up to and including level D-1/P-6; or the decision to place an applicant, who is a UNFPA staff member, on a staffing roster that would entail, in the event of that roster candidate's selection from the roster, his/her reassignment to a higher-level post up to level D-1/P-6.

(2) The central review bodies in UNFPA:

74. Para. 2.8 of ST/SGB/2011/7 provides: "The executive heads of these entities, to whom the Secretary-General has delegated appointment and promotion functions, may establish advisory bodies to advise them in the case of staff members recruited specifically for service with those programmes, funds or subsidiary organs. The composition and functions of such advisory bodies should be generally similar to those of the central review bodies established by the Secretary-General." The Director, DHR is delegated the authority to establish such advisory bodies.
75. UNFPA has established the following Compliance Review Boards ("CRBs") as follows:
- One UNFPA CRB at Headquarters for initial appointments to posts, for selection decisions for higher level posts and for rostering decisions potentially entailing appointment or selection for higher level posts, of international professional staff at levels P-1 to D-1/P-6 and for staff in the General Service category at Headquarters;
 - UNFPA CRBs at field duty stations for initial appointments and selection decisions to higher-level posts of staff in the National Officer category and in the General Service category at the relevant field duty station.¹⁶

(3) Scope of review:

76. In accordance with Staff Rule 4.15(g), the CRBs "shall review the process for compliance with the pre-approved selection criteria and shall provide advice on the recommendations for the selection of candidates" (emphasis added).

(4) Rules of procedure of the CRBs:

77. The following rules of procedure apply:

¹⁶ At some field duty stations, the previous Appointment and Promotion Panels, usually administered by UNDP or at the level of the United Nations Country Team, may continue to exist and may be used by UNFPA. Moreover, at some duty stations, UNFPA submits its selection proposals to the UNDP CRB or APB.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

- Rules of Procedure for the UNFPA CRB at headquarters are appended as Annex IV;
- The Rules of Procedure for the UNFPA CRBs at field duty stations are appended as Annex V.

V(a). UNFPA Senior Review Group

75(a). Staff Rule 4.15(a) provides: “A Senior Review Group shall be established by the Secretary-General to review and provide advice on recommendations for the selection of staff at the D-2 level. The Secretary-General shall decide on the membership and shall publish the rules of procedure of the Senior Review Group.” The UNFPA Senior Review Group (“SRG”) is an advisory body constituted in accordance with Staff Rule 4.15(a) to provide advice to the UNFPA ED on appointments and promotions to posts at the D-2 level.

75(b). The membership of the SRG is as follows:

- Deputy Executive Director (Programme);
- Deputy Executive Director (Management);
- At least one other person to be designated by the Executive Director.

In the event that an SRG member actively participated in the selection process for the post (*e.g.* as a member of the interview panel), he or she shall be replaced on the SRG for the case in question by another person to be designated by the Executive Director.

In the event that a post of Deputy Executive Director is unencumbered or an SRG member is otherwise unavailable, the Executive Director shall designate another person to participate on the SRG.

75(c). The SRG may devise its own procedures. DHR shall serve as the Secretariat for the SRG.

75(d). The SRG shall issue written advice to the Executive Director on the proposed appointment or selection decision in question.

VI. External applicants to vacant UNFPA posts/administration of recruitment:

78. Should the person selected for the vacant post be an external applicant, he/she needs to be recruited for service with UNFPA. For guidelines on recruitment, see Annex VI. In as far as certain administrative recruitment actions are taken by UNDP, such actions are taken by reference to UNDP’s policies and guidelines.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

79. For the model UNFPA Letter of Appointment for fixed term appointments, see Annex VII.

VII. Appointment at/promotion to the level of the post:

(1) Principle of appointment at/promotion to the level of the post:

80. “Equal pay for work of equal value” is a basic and important principle of service in UNFPA. In accordance with this principle, appointments and promotions of staff are made at/to the classified and budgeted level of the post, as follows:
- Any person who is recruited for a post, regardless of whether he/she is recruited from within or outside of the United Nations common system of salaries and allowances, is appointed at the budgeted and classified level of the post.
 - Any internal applicant who is selected for and subsequently re-assigned to a post budgeted and classified at a level higher than his/her level of appointment is promoted¹⁷ to the level of the post. If the effective date of re-assignment is not the first day of the month, such promotion shall be effective the first day of the month following the effective date of re-assignment.¹⁸
81. Time-in-grade eligibility requirements previously in use shall no longer apply. However, this is without prejudice to the necessity of obtaining compliance review concerning the appointment or selection decision from the CRB if such review is required (see above in this policy).

(2) Exceptions to the principle:

Appointment one grade level below the level of the post:

82. UNFPA reserves the right to make an appointment one grade level below the level at which the post is budgeted and classified in exceptional cases if in the view of the Chief, Human Resources Business Partner (CHRB), there is a valid reason for doing so. For example, this may be contemplated if the successful candidate appears to fulfill some/many but not all of the functional competency requirements of the post or the requirements relating to professional experience or academic qualifications.¹⁹

¹⁷ For this term, see the “glossary”.

¹⁸ This simplifies human resources and payroll administration.

¹⁹ This should be done only in those cases in which none of the applicants to the post in question met all of the requirements of the post.

UNFPA

Policies and Procedures Manual

Policy on Personnel of UNFPA:

Fixed Term and Continuing Appointments: Staffing

Human Resources

83. Following a set period of time to be established in writing at the time of recruitment , for example one year, and documented satisfactory performance, the staff member may be promoted to the grade level of the post.

Reassignment one grade level below current position

84. A Deputy Executive Director may reassign a staff member to a lower graded post with retention of their personal grade level for the duration of the staff member's assignment to the lower graded post.

VIII. Circulars on staff selection decisions

(1) Staff in the Professional and higher categories and in the General Service category at Headquarters:

85. From time to time, the Director, DHR, should issue circulars concerning recent staff selection decisions in the professional and higher categories and in the General Service category at Headquarters.

(2) Staff in the National Officer category and in the General Service category at field duty stations:

86. Field duty station managers may, if they consider it necessary or appropriate, issue announcements at their duty stations concerning recent staff selection decisions in the National Officer and General Service categories.