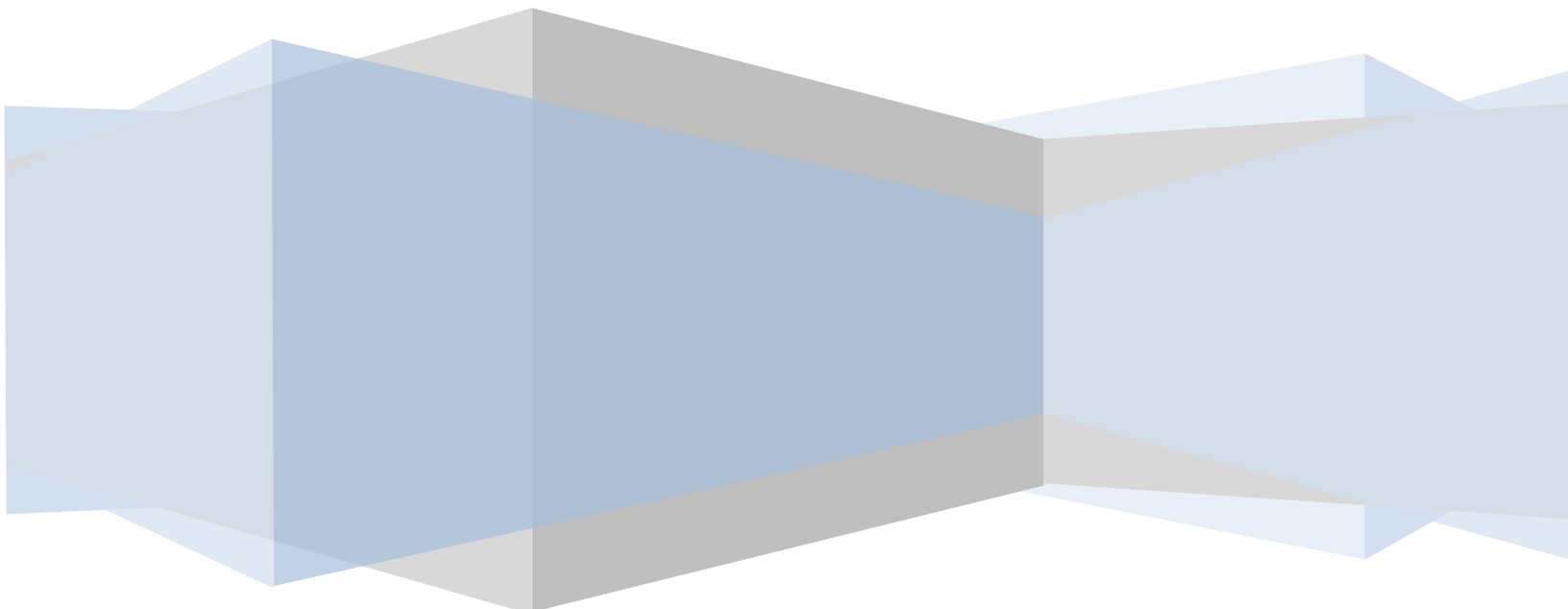




UNDP Recruitment and Selection Framework



Recruitment and Selection Framework

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Subject: the principles governing recruitment and selection and specific guidance for filling vacant posts at the local and international levels in accordance with the Charter, the Staff Regulations and the Staff Rules

Issuance Date: 1 July 2009

Effective Date: 1 July 2009

Most Recent Review Date: 1 November 2011

Applicability: The recruitment and selection for UNDP posts leading to appointments under the Staff Rules, both local and international, up to and including ICS-13 (D-1/P-6)

Is part of: The Human Resources Policy Architecture

Original Language: English - The original version of this document is English and is considered the authoritative version. This version will prevail in the event of any discrepancy or inconsistency about the meaning of the text contained therein resulting from subsequent translations of the original English version.

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UNDP Recruitment and Selection Framework

Section 1.0 Description

Scope and Applicability

1. The paramount consideration in the recruitment and selection of UNDP staff members shall be... “*the necessity of securing the highest standards of efficiency, competence and integrity*”, as set forth in Article 101, paragraph 3, of the [UN Charter](#) and UN Staff Regulation 4.2.
2. The Recruitment and Selection Framework and related policies reflect the contractual reform mandated by the General Assembly in December 2008 ([A/RES/63/250](#)) and are based on the amended United Nations Staff Regulations and the new Staff Rules which came into effect provisionally as of 1 July 2009. This framework and related policies supersede the previous policies on recruitment and selection as the result of the discontinuation of the 100-, 200- and 300-Series Staff Rules as of 1 July 2009.
3. The Recruitment and Selection Framework and policies are intended to provide UNDP country offices and headquarters hiring units with the principles governing recruitment and selection and specific guidance for filling vacant posts at the local and international levels in accordance with the Charter, the Staff Regulations and the Staff Rules.
4. Unless otherwise indicated, this framework and its related policies apply to the recruitment and selection for UNDP posts leading to appointments under the Staff Rules, both local and international, up to and including ICS-13 (D-1/P-6). However, the recruitment and selection of staff members for ICS-14 (D-2/P-7) level posts are the exclusive prerogative of the Administrator and will be guided by the Senior Review Group¹ and the principles of this policy to the extent possible. The selection of candidates for the posts of UN Resident Coordinator/UNDP Resident Representative (RC/RR) follows a separate policy and procedure agreed upon by the Funds, Programmes and Agencies of the UN system.
5. Individuals who are recruited for service limited to another entity (UN agency, fund or programme), but who are administered by UNDP on behalf of such an entity, are selected in accordance with the procedure agreed upon by that entity and UNDP.

Section 2.0 Relevant Policies

Governing Framework, Principles, Conditions and Authority

6. This section provides the overall framework for recruitment in UNDP. It highlights the most relevant [Staff Regulations](#), describes the guiding principles behind all staff recruitment and selection activities and lays out the necessary conditions for selection of candidates for UNDP posts, including their qualifications, demonstrated competencies and

¹ i.e. for UNDP, this means the Executive Group (EG)

performance; integrity; diversity; including geographic distribution and gender parity; residency; staff status (including whether or not a staff member has been approved by an Advisory Body); mandatory retirement age and other related matters. Lastly, the internal controlling authority for recruitment in UNDP is outlined.

Relevant Staff Regulations

7. This policy shall conform to relevant UN Staff Regulations including but not limited to:

Regulation 1.2 (c): *Staff members are subject to the authority of the Secretary-General² and to assignment by him or her to any of the activities and offices of the United Nations.*

Regulation 4.1: *As stated in Article 101 of the Charter, the power of appointment of staff members rests with the Secretary-General.*

Regulation 4.2 *The paramount consideration in the appointment, transfer or promotion of the staff shall be the necessity for securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.*

Regulation 4.3: *In accordance with the principles of the Charter, selection of staff members shall be made without distinction as to race, sex or religion. So far as practicable, selection shall be made on a competitive basis.*

Regulation 4.4: *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.*

Recruitment and Selection Policies and Procedures for all UNDP Posts

8. UNDP has established a separate recruitment and selection policy and procedure for each of the four post groups. These post groups are:
- (i) FTA: international professional rotational [posts covered by Candidate Pools](#);
 - (ii) FTA: non-rotational international professional posts and rotational posts not covered by Candidate Pools, National Officer posts in country offices and General Service posts at Headquarters, regional centres, liaison offices, policy centres and country offices;

² The authority to appoint and administer UNDP staff members under the Staff Rules has been delegated by the Secretary-General to the Administrator of UNDP, and therefore any mention of the Secretary-General in the present document is to be understood as referring to the UNDP Administrator.

(iii) TA: international or local, all levels and locations

9. While each post group has its own recruitment and selection requirements, these requirements are all based on the same principles as outlined in this framework, and are governed by the relevant Staff Rules.

Section 3.0 Guiding Principles

10. The recruitment and selection of staff members at UNDP will be guided by the following five principles:

Competition: Selection will follow a visible and fair competitive process for all vacancies, regardless of post, contractual modality or hiring unit, except when such a competitive process is not considered practicable;

Objectivity: Screening will be conducted with professional rigor, with candidates measured against clearly articulated criteria, job skills and competencies and corporate priorities;

Transparency: The recruitment and selection criteria and all phases of recruitment processes will be transparent to staff and candidates to the fullest extent possible;

Diversity: UNDP's workforce will reflect diversity and will strive to include equal numbers of men and women, staff members representing as wide a geographic distribution as possible and individuals from under-represented groups, indigenous groups and persons with disabilities³.

Accountability: Hiring managers will be held accountable both for their selection proposals and the manner in which they have followed the processes leading up to them.

Accountability

11. Hiring managers are responsible and accountable for their selection proposals and for the manner in which the recruitment and selection processes have been conducted. When they sign off the submission for the Compliance Review Bodies they certify that the selection process was conducted properly.
12. Management is accountable for the planning of human and financial resources necessary to meet the business unit goals, objectives and work plan.

Employment of disabled persons

³ See Article 27 UN Convention on the Rights of Persons with Disabilities

13. It is UNDP's policy to offer equal employment opportunities to persons having a physical or mental impairment when they are qualified and when a reasonable prognosis does not suggest a significant change in the person's capabilities and skills in the near future. To that end, every effort is made to modify the functional requirements of positions and the physical facilities associated with them, when that will facilitate the employment of qualified disabled persons.

Section 4.0 Priority Considerations

Corporate Priorities

14. In filling a vacant post at UNDP, priority consideration will be given to the qualifications, demonstrated competencies and performance of the candidates in relation to the stated criteria of the post. Only candidates meeting the pre-defined requirements for a post as per the job description and the vacancy announcement can be selected. Other corporate priorities such as order of retention, gender, nationality or geographic region, as described below, may also come into consideration in the selection among qualified candidates. While hiring managers retain the ultimate decision making on selection, they have to give due consideration to corporate priorities. For accountability purposes, Hiring Managers must make a documented business case for any selection decision they take which deviates from corporate considerations. Such business cases will be submitted to the relevant compliance review body (CRB/CRP), as appropriate. For selections that do not require the involvement of the CRB/CRP, the documented business case will be kept with the recruitment records.

Full regard to UNDP Internal Candidates

15. To strengthen internal capacity and develop a more versatile workforce at UNDP and to provide career opportunities for staff, Fixed-Term Appointment vacancies, whether for local or international recruitment, will normally be advertised internally consistent with the provisions of Staff Regulation 4.4 (see paragraph 77 on the 4 levels of vacancy advertisement). Temporary Appointment vacancies will be advertised internally and externally.

Order of Retention in Cases of Abolition of Post or Reduction of Staff

16. Pursuant to Staff Rule 13.1 (d) and Staff Rule 9.6 (e), if the necessities of service require that appointments of staff members be terminated as a result of the abolition of a post, reduction of staff, subject to the availability of suitable posts in which their services can be effectively utilized, and provided that due regard is given to relative competence, integrity and length of service, staff members shall be retained in the following order of preference:

- (i) Staff members holding Permanent Appointments (PA)⁴;

⁴ The same order of retention also applies to former 100-series fixed-term staff members who are eligible for the One-Time Review (OTR) of consideration for conversion into PA. Once the OTR is completed and the staff member has not been granted a PA, he/she reverts to the status of FTA.

(ii) Staff members holding Continuing Appointments (CA)⁵;

(iii) Staff members holding fixed-term appointments (FTA).

17. The order of retention granted to staff members holding permanent appointments means that those staff members affected by the abolition of their posts or reduction of staff will be given priority consideration over external candidates and also over equally qualified internal candidates on other contractual modalities (CA, FTA, TA). In other words, as long as the staff member who holds a permanent appointment is found suitable and therefore recommended for the post, albeit not the preferred or first-ranked candidate, he/she will be given preference over the other suitable recommended candidates.
18. The order of retention also applies to PA staff members who apply for positions upon completion of their tour of duty or return from an inter-agency movement that has been authorized by the Organization.
19. When a UNDP staff member on PA is selected to a UNDP FTA post, he/she keeps his/her PA status.

Diversity

20. In order to achieve and maintain an equitable distribution of staff, preference may be given to equally qualified women and/or nationals of countries that are underrepresented in UNDP. Similarly, UNDP hiring managers are expected to reflect national diversity and balance in gender within country offices and headquarters units. Special efforts will be made to include staff from under-represented groups, indigenous groups and persons with disabilities.

Section 5.0 Eligibility Considerations

Integrity

21. Pursuant to the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, a staff member summarily dismissed or separated from the UN Common System for disciplinary reasons shall be banned from any future employment and contractual opportunities with UNDP. Furthermore, a staff member who has resigned from the UN Common System while under investigation or in the course of disciplinary action shall be banned from work with UNDP under any contractual modalities until he/she is fully cleared from the allegations of misconduct raised against him or her.

Family Relationships

⁵ This may be applicable only once the General Assembly has allowed the granting of CA.

22. Pursuant to Staff Rule 4.7 on Family Relationships and in order to avoid real or perceived family influence or conflicts of interest, a staff appointment or a non-staff contract shall not be offered to a person who bears any of the following relationships to a UNDP staff member: father, mother, son, daughter, sister or brother. There is no exception to this rule⁶.
23. This prohibition is extended to a candidate for a country office post who bears one of these six family relationships with a staff member of another UN system organization working in the same country. Hiring Units must be cognizant of other family relationships than the six prohibited by the Staff Rules, that may raise suspicion of family influence and conflict of interest and therefore must exercise careful judgment before hiring a family member of a UNDP staff member, even if the family relationship is permitted under the Staff Rules [Policy on Family Relationships](#).
24. The above provisions on family relationships apply to the recruitment of individuals at UNDP, irrespective of the type of contractual modalities applicable (TA, FTA, CA or PA appointments as well as Service Contracts (SC) and Individual Contracts (IC). Given their non-remunerated and non-staff status, United Nations Volunteers (UNVs) are exempt from this prohibition.
25. For individuals who are recruited by UNDP on behalf of another organization or who are hired to work for another organization under a UNDP administered contract, UNDP will, prior to the recruitment, advise that organization of the existence of the family relationship with the individual employed by UNDP in the same duty station. While it is generally inadvisable for another organization to pursue the recruitment of a candidate who has a family relationship with an individual employed by UNDP in the same duty station, UNDP will honour a written request from the other organization to recruit on their behalf, and the accountability for this decision will reside with said organization.
26. **Spouse:** Pursuant to Staff Rule 4.7 (b) and (c) and recognizing the importance of supporting dual careers, the spouse or recognized partner of a staff member may be appointed to a position, with the prior review of the Compliance Review Board or Compliance Review Panel and endorsement by the hiring manager, who each will ensure that he or she:
 - (i) Is fully qualified for the position for which he/she is being considered;
 - (ii) Has been selected in accordance with the UNDP recruitment and selection policy requirements, including a full, transparent and open competitive selection process;
 - (iii) Is not given undue preference by virtue of his/her marriage or domestic partnership; and
 - (iv) Is not assigned to serve in a position in the same line of authority, organizational unit or in a manner that might influence or could be influenced by the spouse.

⁶ The provision for exceptional waivers to be granted in cases where another person equally well-qualified cannot be recruited has been discontinued in Staff Rule 4.7 (a), and therefore there is no longer any possibility of an exception to this prohibition.

27. **Relatives of Heads of Office:** Under no circumstances shall a relative, including a spouse, be assigned to or recruited under any other contractual modality in the same office as the staff member who heads it (e.g. not in the same country office where the relative is the Resident Representative; or not in the same regional centre where the relative is the Director of the Regional Centre, or not in the same liaison office or headquarters bureau where the relative is the Director).

Age Limitations

28. The mandatory retirement age is sixty-two or, for staff enrolled in the United Nations Joint Staff Pension Fund (UNJSPF) before 1 January 1990, sixty. Therefore, internal and external candidates who have reached the mandatory retirement age shall not be considered for vacant posts. If they are less than 12 months in age from mandatory retirement age, they may be considered only with the understanding that the appointment does not affect their mandatory retirement date and is not a justification for a waiver to the mandatory retirement rule. Candidates beyond the age of 61 cannot be considered for an initial FTA appointment. External candidates who are less than 18 years of age shall not be considered for a vacant post.

Former Staff

29. With due consideration to the circumstances under which an individual separated from UNDP or the UN Common System (which must be verified through reference checks as stipulated in the UNDP [Policy on Minimum Academic Qualifications and Work Experience](#) and without prejudice to paragraph 21 above on integrity, former UNDP staff members may be recruited through re-employment or re-instatement depending on the period that has elapsed between the separation and the resumption of the new functions and the contractual modalities applicable (see Staff Rules 4.17 and 4.18). Furthermore, the re-hired staff member may be required to reimburse in-part or in-full any monies received for the separation pursuant to Staff Rules 4.17 and 4.18 and pursuant to UNDP's policy on [Agreed Separation Arrangements](#).
30. Staff who may be currently serving or have recently served under one type of contract and are being considered for a post under a different contract may be subject to certain break-in-service requirements. Hiring managers must comply with these requirements and must not shortlist candidates whose appointment would violate these requirements. Please refer to the Break-in-Service Requirements ([Table IV of the Temporary Appointment Guidelines](#)).

Recruitment of Government Personnel

31. Any candidate who is a government employee must disclose this relationship prior to recruitment. As a general rule, candidates who are employed by a government or a government entity must resign from said employment upon acceptance of an appointment with UNDP. The policy specifying the conditions under which UNDP may offer an appointment to a candidate who is being employed by a government or by a governmental

entity and cannot resign from the government for pension purposes, is currently under review to ensure full compliance with the UN Code of Conduct. Such cases will be reviewed on a case-by-case basis. In such cases where secondment arrangements have been exceptionally agreed, the individuals on secondment must declare loyalty to the UN only and promise to discharge their functions and regulate their conduct so as to preserve the independence, impartiality and neutrality expected of UNDP staff members as international civil servants. Under no circumstances should the period of secondment exceed two years.

Section 6.0 Nationality and Residency Requirements

Nationality

32. In accordance with Staff Rule 4.3, the United Nations shall not recognize more than one nationality for each staff member. The applicant, whether external to UNDP or already a UNDP staff member, must disclose all the nationalities he or she has acquired, even if only one nationality is recognized by the UN Common System for the purpose of Staff Regulations and Rules.

Residency Requirements

33. Depending on the duty station and category of post, certain specific residency requirements may be applicable before an offer of appointment is made. For instance, non [United States citizens who have permanent resident status in the United States](#) are required to renounce such status, and to change to G-4 visa status **upon appointment**, except in a limited number of cases.

Nationality of General Service and National Officer Staff

34. In accordance with Staff Rule 4.7, posts in the General Service (GS) and National Officer (NO) categories are subject to local recruitment. GS and NO posts shall be filled, as far as possible, by persons recruited within the country and residing within commuting distance of each office.
35. In some specific situations, legal resident aliens may be recruited to GS positions if there is a shortage of available labour force in the country context.
36. National Officers must hold citizenship of the country in which the duty station for which they are recruited is located. If an applicant for a GS or NO position has dual nationality and is selected for the post, the nationality of the country where the position is established will be recognized for the purposes of the UN.
37. Special provisions may be applicable for locally recruited GS staff in countries where non nationals who are residents of the duty station have been accorded legal working status by the host government.

38. Internally advertised GS fixed-term appointment (FTA) positions located in Headquarters are open to GS staff members currently serving in New York/Washington D.C. who hold a UNDP permanent or FTA in New York who are either US Permanent Residents, US citizens or holders of a valid G4 visa at the time of their application and whose G4 visa has been acquired on account of their employment in the UN system based in New York or Washington, D.C.
39. Externally advertised GS fixed-term appointment and temporary appointment (TA) positions located in New York/Washington D.C. are open to candidates who are either US Permanent Residents, US Citizens or holders of a valid G4 visa at the time of their application and whose G4 visa has been acquired on account of their employment in the UN system based in New York or Washington, D.C.
40. Current UNDP GS staff serving outside of HQ must meet the eligibility criteria stated above prior to their application.
41. Selected candidates who meet the above mentioned eligibility criteria are responsible for their own travel and/or relocation costs.
42. Special provisions may be applicable for locally recruited GS and NO staff where the UNDP country office has been relocated outside of the host country.

Nationals Serving in their Home Countries on International Professional Posts

43. Bearing in mind the principle of diversity and geographical representation as one of the corporate considerations for selection decisions, the following provisions apply to nationals serving in their home countries on international professional posts.
44. Except in Headquarters duty stations, nationals of the host country cannot undertake their **first** international assignment in their home country. This applies to external candidates, as well as General Service staff members or National Officers from the UN Common system, who are selected to international professional posts.
45. Nationals of programme countries⁷ cannot be assigned to international professional posts in UNDP Country Offices in their home countries. This prohibition does not extend to Regional Centres, Liaison Offices, Policy Centres or other non UNDP Country Office entity.
46. In the event that a staff member from a programme country is subsequently selected for an international professional post in a Country Office in their home country, any such appointment will be considered highly exceptional and will require the hiring unit to provide, prior to short-listing, a detailed justification why an equally qualified candidate cannot be found and to secure the approval of the Director, OHR.

⁷ For the purposes of this document, a programme country is defined as a country hosting a UNDP Country Office.

47. Should a staff member be granted a waiver to serve on an international post in a Country Office in their home country and it is in a programme country location, they may not be extended beyond the normal tour of duty established in the programme country or a maximum of four years, whichever period is less.

Section 7.0 Eligibility for Internal Movements (except for lateral moves - see section 9)

Minimum Time-in-Post

48. Pursuant to the [Rank-in-Post Policy](#) and without prejudice to the actual duration of an appointment and the rules governing appointment extension and separation, it is expected that an individual competitively selected for an international rotational post remains in that post for at least four years. Staff will therefore become eligible to apply for posts after completion of the **third year** in the same post⁸. This rule does not apply to internationally recruited staff members assigned to duty stations of the D and E hardship classification who are allowed to apply one year before the end of the normal tour of duty. As hardship classifications may change within the duration of an assignment, staff should check with OHR on the required time-in-post. Normally, assignment durations will be for the period of time based on the post classification and expectations at the time of taking up the assignment. This rule does not apply to TA holders who wish to apply for UNDP vacancies as external candidates, as their appointments are for limited duration.
49. For international development project funded posts, the time-in-post requirement does not apply if **there is no change in duty station**. If a change in duty station is involved, a waiver must be secured based on the grounds listed in paragraph 53 below. No time-in-post requirement applies in cases where the development project with which the post is associated is expected to end before or by the expiry date of the staff member's appointment or within a year.
50. It is expected that National Officer and General Service staff competitively selected for a local post would remain in that post for a reasonable period of time in order to deliver on expected results as well as to further develop their competencies. However, National Officer and General Service staff are not subject to any time-in-post requirement and are eligible to apply for a different UNDP post **if the post is in the same duty station (or same hiring unit for HQ duty stations)**.
51. TiP requirements of one year for GS staff and two years for NO staff remain in effect for NO and GS staff wishing to be considered for international professional positions in a different duty station, including consideration to be included in a Candidate Pool.
52. It is important to emphasize that it is within the authority of the hiring manager to decide whether to short-list candidates who have served in their current roles for periods less than the previously prescribed duration i.e. less than one year for GS staff and less than two years for NO staff. Hiring managers must take into account how the early redeployment of

⁸ Service on a 300 Series appointment (ALD) is not counted towards time-in-post in cases where the ALD holder is subsequently offered an FTA with the same ToR and duty station.

a GS/NO staff member would impact the work of the office more broadly. The business case to support such a decision should be properly justified and captured in the documentation of the selection process and must confirm that the redeployment will not impact on the delivery of the releasing business unit.

Automatic Waivers of Time-in-Post Requirements

53. The minimum Time-in-Post requirement for is automatically waived in cases when:
- (i) the post encumbered is abolished; or
 - (ii) the incumbent becomes unassigned as a result of a realignment/reorganization or change management exercise⁹; or
 - (iii) the encumbered post is advertised as a result of reclassification; or
 - (iv) in certain cases when the incumbent has been placed in a lower level post.
54. The applicant must secure confirmation from the relevant HR BAS Advisor in OHR/BoM that he/she falls within the scope of the automatic waiver. Once OHR/BoM has confirmed, he/she may provide this information in the applications as a justification for applying prior to completing the Time-in-Post.

Exceptional Waivers of Time-in-Post Requirements

55. In addition, with the written agreement of both the releasing and hiring units and subject to the approval of the Director, OHR, a shorter time-in-post period may be considered:
- (i) when the post for which the staff member wishes to apply would entail a lateral move within the same duty station;
 - (ii) on a case-by-case basis, when the staff member is requested to move in the interest of the Organization; or
 - (iii) at the request of the staff member invoking compelling personal reasons.
56. Exceptional waivers may be:
- (i) Limited, i.e. requested in order to allow the staff member to apply to one specific post. Such waivers would normally be granted for reasons in the interests of the Organization; or
 - (ii) General, i.e. requested in order to allow the staff member to apply to any posts for which he/she is suitable. Such waivers would normally be granted in response to the staff member invoking compelling personal reasons.

⁹Under the Policy Governing Human Resources Alignment in the Context of Change Management, the Time-in Post requirements are reduced for staff members who have been “matched” as the result of a position matching exercise.

57. In the case of a limited waiver, both the releasing and the receiving units must support in writing the submission of the waiver. For international staff, if the applicant belongs to a Bureau and wants to apply for a post in another Bureau, the Directors of both Bureaux must be made aware of the application and provide their support to the waiver before its submission to the Associate Administrator through the Director, OHR/BoM.
58. In the case of a general waiver, the Director of the Bureau to which the staff member belongs is required to provide his/her support to the waiver before its submission to the Associate Administrator, through the Director, OHR/BoM.
59. In order to limit unnecessary costs, a waiver of Time-in-Post will normally not be granted to UNDP staff members on Biennial Support Budget (BSB) funded posts if their selection to BSB posts entails a change of duty station and consequently, relocation costs.
60. In the exceptional cases where a waiver is requested for a staff member whose selection to a BSB post, would entail a relocation, both the Directors of the releasing and the receiving Bureaux must support the request for waiver and provide in their written submission to the Director, OHR, the reasons why it is in the interests of the Organization to allow the staff member to apply and compete for a post before he/she has served three years (or the normal tour of duty) in the same duty station. The request for waiver must provide the estimate cost of relocation.

Eligibility for Posts at Higher Grades

61. Internal candidates are eligible to apply for any higher level positions for which they meet the minimum academic, experience and time-in-post requirements.
62. Rank-in-Post requires consistency between the level of the classified post, the qualifications of the selected candidate to that post and the grade to which he/she is placed. Therefore, it is important to ensure that job descriptions are up-to-date and classified at the appropriate level prior to advertising. Concretely, this means that **hiring units must not select and appoint an individual who does not meet all the requirements for a post as advertised** in the expectation that he/she will eventually develop the necessary skills and competencies or acquire the minimum qualifications for the post, and must not place him/her in a lower level than the post as classified and advertised.
63. Selection of internal candidates or candidates from the UN Common System for posts, within the same category, of two or more grade levels higher than their current position is not allowed under normal circumstances. (This restriction does not apply to GS staff applying to P1 through P3 positions). If a candidate is exceptionally selected for a post of two or more levels higher than his/her current position, the following conditions must be met:
 - a. The hiring unit will have to clearly demonstrate how, despite the grade differential such a candidate is fully qualified; and

- b. The hiring unit will have to substantiate that other internal candidates in the intermediate level who meet the requirements for the post have been fully considered but have not been found suitable;
- c. Selections of candidates for posts two or more levels higher must be reviewed and approved by the Director, OHR.
- d. The relevant Compliance Review Board or Panel (CRB/CRP) will scrutinize such exceptional selections and review the justification provided by the hiring unit as required above.

Section 8.0 Recruitment and Selection Procedures

Common Recruitment and Selection Standards for all Staff

- 64. All recruitment and selection of staff members in UNDP must follow a rigorous, transparent, fair and professional process. As the Organization works in a rank-in-post environment, each and every staff recruitment and selection must adhere and be fully accountable to the corporate standards described below and the procedures described in the relevant policies. Moreover, all staff responsible for performing recruitment and selection actions are accountable to perform these functions according to the relevant UNDP recruitment and selection policies.
- 65. Each recruitment and selection must include three basic elements unless a competitive selection is considered not practicable as per Section 9 below:
 - (i) Vacancy announcement of a budgeted and classified post;
 - (ii) Competitive, job-specific assessment of skills and competencies as well as a competitive assessment of corporate values and ethics; and
 - (iii) A thorough verification of relevant qualifications and credentials, including thorough reference checks.

Recruitment and Selection Strategies and Techniques

- 66. Depending on the type of post and post requirements, the strategies, methodologies and techniques used to recruit and select the most suitable candidates for the position may vary. For some posts, the selection process is done through [Candidate Pools](#). For other posts, hiring managers may consult OHR or the local HR Unit, as appropriate, in deciding on the most effective approaches for filling the post.
- 67. Prior to commencement of the recruitment and selection process, the hiring manager, in consultation with the HR professional and taking into account corporate diversity requirements, shall decide on the strategies, methodologies and techniques to be used for assessing candidates, based on the requirements of the post, including the relative weight to be assigned to each assessment technique in the overall evaluation of the candidates. The relative weights are critical, and no single element of the process (e.g. panel interview or technical test) necessarily determines the outcome.

68. In all appointments, the assessment process should not be limited to a panel interview and should include the use of multiple techniques such as technical assessments, writing tests, work samples, language proficiency tests as well as a thorough review of the candidate's performance history. Selection decisions are based on considerations resulting from the different assessment methods, corporate considerations such as gender and diversity as well as the needed mix of skills within the hiring unit. When designing technical or written tests, every effort must be made to ensure hiring units are assessing skills and competencies relevant to the vacancy, as described in the vacancy announcement. In CRB and CRP submissions, hiring units must provide all relevant information pertaining to the grading of technical tests, including outlining criteria for grading and assessment.
69. Interview reports are confidential documents and are not to be shared with the candidates.
70. Candidates who are interviewed but not selected may request feedback from the hiring unit as to why they were not selected.

Vacant Posts

71. No selection process shall commence without an approved, budgeted, classified and available post [Please see Annex I]. The post must be supported by an up-to-date post description, which describes the functions, competencies, impact and requirements of the post, including academic qualifications, relevant work experience and language fluencies.
72. The selection process shall not commence unless the position to be filled is a vacant post. A "vacant post" is defined as a post or position approved for six months or longer that is without an incumbent or whose incumbent is expected to move in the current or following year, and for which no right of return (i.e. specific lien) has been granted to the staff member.

Reclassification of Posts

73. The [Rank-in-Post](#) policy and the [Job Evaluation Guidelines](#) specify the circumstances under which an encumbered post must be reclassified and the subsequent requirements for re-advertisement and the competitive recruitment process to be followed.
74. Under the [Rank-in-Post](#) policy, any post reclassified to a higher or lower level must be advertised for competitive selection. If classification does not result in a change of the classified level and a post remains at the same level but the revised job description contains new functions from another technical area requiring a new set of functional or technical competencies and qualifications, such posts must be also advertised for competitive selection. For further guidance on the business process and procedures for job classification, please refer to the policy on Job Evaluation.
75. Unless a specific lien on the previous post has been exceptionally granted, a staff member who is selected for and appointed to a vacant post has no right of return to the previous post

he or she encumbered. Thus, the post formerly encumbered by the staff member shall become vacant and recruitment to fill the position may be initiated.

Vacancy Announcement

76. The Vacancy Announcement (VA) for the post must state all the competencies and other corporate requirements for the position, in conformity with the post description and corporate standards. It may also indicate qualifications that are desirable for the post. Only those qualifications (required or desirable) that are indicated in the job description may be specified in the VA for the post.
77. There are 4 levels of post vacancy advertisement:
- (a) **Level 1 – “Internal”** for internal candidates only (i.e. Permanent/Continuing UNDP staff members and UNDP FTA holders whose selection was reviewed by an advisory body (APB/APP, or CRB/CRP);
 - (b) **Level 2 - “UNDP”**: the same as for Level 1 + UNDP FTA holders whose selection was not reviewed by an advisory body (APB/APP, or CRB/CRP), including JPOs with an EOD before 1 July 2009;
 - (c) **Level 3 – “UN Common System”**: same as for Levels 1 and 2 + holders of PA/CA/FTA of entities of the UN Common System;
 - (d) **Level 4 – “External”**: same as for Levels 1, 2 and 3 + TA holders, JPOs with an EOD after 1 July 2009 who have not been approved by an advisory body + any other external candidate
78. FTA post vacancies will normally be posted for a minimum of one week.

Applications for the Post

79. All persons who apply for a vacant post, in addition to submitting an application and resume, must complete a UNDP Personal History Form (P.11). The UNDP P.11 provides relevant information on a candidate’s personal and professional background, academic record, work history, prior UN experience, residence status, languages, nationality, family relationships and other matters that are essential to making an informed selection decision. The UNDP P.11 also provides a useful source of critical information on a candidate for verification and serves as a basis for detailed reference-checking. By signing and submitting the P.11, the candidate consents to UNDP (or its agent) undertaking verification and reference checking. Therefore, **only those persons who have submitted an updated, complete and signed UNDP P.11, certifying that the information contained therein is fully accurate, may be given further consideration for the post, and it is the responsibility of the hiring unit to obtain the P.11 prior to shortlisting.**

Review of Qualifications

80. Only those qualifications specified in the VA may be considered in the review of candidates for the position.
81. [Minimum Academic Requirements](#), the specific level of education that must be met by candidates for the post must be specified in the VA. If the post allows for a lower degree with additional years of relevant experience, this must be specified in the VA.
82. The authority to determine whether degrees presented to UNDP by staff members and applicants constitute academic qualifications recognized by UNDP lies with the Director, OHR. When evaluating requests from staff members to determine whether a degree is recognized, the Director, OHR, is normally guided by the United Nations Educational, Scientific and Cultural Organization's (UNESCO) listing of higher education institutions recognized or otherwise approved by competent authorities in participating countries. The concerned institutions must have been recognized by competent authorities at the time the degrees were granted to the candidates. Degrees requiring little or no actual course work, degrees awarded for payment of fees only, and degrees granting substantial credits for "lifetime achievements" or "life/work experience" will not be recognized. Incomplete degrees or degrees that were not completed at the time of a candidate's application will not be accepted. UNDP reserves the right to undertake further due diligence to verify the status of concerned institutions.
83. **Only candidates who fully meet the required qualifications for the position, as specified in the vacancy announcement, may be short-listed for the post.** However, candidates who are within six months of the minimum relevant experience requirement may be considered in situations where a business case is made. The business reason must be documented and on record for the file.
84. Long-listing and short-listing procedures must be followed and documented for every recruitment in UNDP. The shortlist for interview should generally be comprised of a minimum of two and a maximum of four candidates. At least one woman should be included on the short-list. If no female candidate is included on the short-list, a waiver must be requested from the Director, OHR, documenting the efforts that have been made to identify qualified female candidates. Hiring units must ensure that every application to a position is afforded due consideration, that internal candidates are given priority consideration, and that there is objective reason provided for including, or not including, candidates on long-lists and short-lists. Such supporting documentation will be reviewed by the relevant CRB/CRPs, as required, for compliance with the applicable Recruitment and Selection Policy, this Framework and the Staff Rules. Failure to provide objective reasons for not including long-listed candidates on a short-list is cause for a CRP/CRB submission to be returned to the hiring unit.
85. To the extent possible, the long-listing, short-listing and interview processes must be conducted by panels comprising staff members who are knowledgeable about the requirements of the post. This may include the hiring manager. While the composition of the long-listing and short-listing panels is flexible, there should be collaboration with other managers throughout the various stages of the selection process, so as to include different

perspectives and avoid any perception that the hiring manager was the only person involved in the selection decision or that the process was not transparent.

Composition of Interview Panels

86. For added transparency and consistency across the Organization, all interview panels will be facilitated by the HR practitioner in the country office or hiring unit. All interview panels will normally include the hiring manager or her/his designated representative from the hiring unit, an HR professional (as a full panel member) or associate (as panel facilitator and rapporteur) and one other professional from outside the hiring unit. With the exception of the HR representative, panel members should be graded equal to or higher than the post under consideration and be reasonably familiar with the requirements of the position. If a panel member is requested to interview a candidate that they have directly supervised, it is at the discretion of the panel member to determine whether or not he or she should excuse him or herself from the panel should it constitute an actual or perceived conflict of interest.
87. Hiring units may request non-UNDP personnel to participate in panels (in particular, colleagues from other Common System partner organizations) if they are able to offer an objective and substantive perspective to the recruitment process. Any panel member with a conflict of interest pertaining to one or more interviewees should exclude themselves from the interviewing process.
88. Notwithstanding that programme delivery increasingly relies upon building a close partnership with governments, participation of national counterparts or government officials on UNDP interview panels *is generally discouraged*, but may be permissible in the capacity of “observer” only for decentralized, development project funded posts. In considering if a national counterpart or government official will participate in a panel as an observer, Hiring Units must fully consider the principle of independence as articulated in the United Nations Charter, and determine whether or not such participation would compromise the actual, or perceived, independence of UNDP.
89. Panels should include both men and women and be geographically and culturally diverse as far as possible.
90. In the event that panel members fail to agree on which candidate(s) to recommend for the post concerned or/and on the ranking of endorsed candidates, in consultation with the hiring Director, the varying viewpoints will be reviewed by OHR, who will advise the hiring unit as to options for moving forward. This may include re-advertising the post.

Verification of Candidate Information and Reference Checking

91. It is the responsibility of the hiring unit to ensure the proper and thorough verification of critical information, including academic qualifications, languages, nationality, prior UN employment, and detailed reference checks. The UNDP Personal History Form (P.11) is mandatory for all recruitments and selections and relevant candidate information on these

matters requires verification and, in particular, the candidate's employment history for purposes of reference-checking. Please see UNDP's Policy on Academic Qualifications which spells out specific criteria for verifying academic qualifications and UNDP's [Policy on Family Relationships](#).

92. Given the importance of the verification process for the proper selection of a candidate, **under no circumstances may a proposed initial appointment be submitted to the CRB/CRP, or an offer of appointment be extended or otherwise communicated to a candidate, without the hiring unit first having completed all reference checks and found them to be satisfactory.**
93. Procedures and standards for these verification processes are described in the relevant Recruitment and Selection Policy.

Corporate Review Requirements

94. Pursuant to Staff Rule 4.15, to ensure compliance with recruitment and selection rules, policies and processes by hiring units, the Administrator has established UNDP Compliance Review Bodies (CRBodies) as follows:
 - (a) Compliance Review Board (CRB) at Headquarters which reviews:
 - (i) Selections for initial appointments to UNDP international professional posts
 - (ii) Selections of UNDP internal candidates for international professional posts involving a promotion (or in exceptional cases, appointment to a lower level)
 - (iii) Selections of staff involving a change in category (e.g. from NO or GS to P)
 - (iv) Selections of UNDP staff that have not previously been reviewed by an advisory body (APB/CRB)
 - (b) Compliance Review Panels (CRP) at headquarters locations and in country offices, regional centres and other non-headquarters locations. The CRP reviews:
 - (c) Selections for National Officer posts and local and HQ General Services posts for initial appointments or involving promotions
95. The CRB and CRP have similar compositions and their functions are described in the CRB Terms of Reference (TOR) and in the Rules of Procedure for CRBs and CRPs.
96. No offer of FTA can be made without the review of the relevant CRB/CRP as appropriate. If a candidate is not endorsed by the CRB or CRP, the post cannot be re-advertised as a Temporary Appointment.
97. Hiring managers are responsible for submitting proposed candidates in accordance with the CRBodies TOR and Rules of Procedure.

98. The corporate review requirements for selection decisions for Fixed Term Appointments vary, depending on the type of post under recruitment as well as the status of the selected candidate:

a) Senior Management Review

- (i) Senior Review Group – selections for D-2/P7 posts
- (ii) Talent Review Group - selections of Candidate Pool members for Candidate Pool posts

b) Director, OHR

- (i) Selections for lateral moves resulting from a competitive process for management project funded posts
- (ii) Selections for lateral moves resulting from a competitive process for GS posts at HQ

Obligation of Confidentiality

99. Everyone who is involved in a selection process, in one capacity or another (e.g. long-listing, short-listing, interview panel, Compliance Review bodies, etc.) must engage in these corporate activities maintaining strict confidentiality. A selection process is not completed until all the different selection, review and clearance steps have been taken. It is therefore expected that no information be shared with the candidates until the final approval for the selection has been signed.

Section 9.0 Exceptions to the Selection Procedures

Exceptions to the Selection Procedures for Vacant UNDP Posts

100. Staff Regulation 1.2(c) provides that “[*staff 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.*]” UNDP staff members are expected to accept any assignment so directed by the Administrator or the Associate Administrator.

101. While competitive selection process through advertisement of the vacancies, is the standard selection process within UNDP in accordance with Staff Regulation 4.3, there are five mechanisms where the selection process may differ from the standard process (except as indicated in Section 1.4¹⁰): (i) Candidate Pools (see the Selection and Reassignment Policy for International Rotational Posts); (ii) lateral moves; (iii) Rosters (see UNDP Interim Roster Rules of Procedure); (iv) placement of unassigned staff and (v) strategic placements.

¹⁰ Section 1.4 indicates, “The selection of candidates for the posts of UN Resident Coordinator/UNDP Resident Representative follows a separate policy and procedure agreed upon by the Funds, Programmes and Agencies of the UN system.”

Lateral Moves

102. In accordance with Staff Regulation 1.2 (c)¹¹, management may decide in the interest of the Organization to assign a UNDP staff member to another post in the same field of work with similar functions at the same level without competitive process. The decision for a lateral move is at the discretion of management and only after consultation with the concerned staff member. While a staff member may express his/her interest in moving laterally to another position in the same business unit, a lateral move is not an entitlement. The management decision to fill a post through competitive process instead of lateral move is discretionary.
103. Lateral moves without a competitive process may only apply to similar posts in the same field of work with similar functions as documented in the job descriptions of both posts (the post encumbered by the staff member and the post considered for lateral move), at the same level requiring the same or a similar set of competencies and in the same business unit.
104. Lateral moves without a competitive process may take place either (i) as a result of the exchange of two incumbents of similar posts in the same field of work with similar functions at the same level; or (ii) when a post is vacated or about to be vacated and the incumbent of a similar post in the same field of work with similar functions at the same level is re-assigned to the vacated post: in such a case, the post vacated by the reassigned staff member is either advertised or abolished.
105. For the purpose of this provision, “same business unit” will be understood as:
- (i) Same Country Office;
 - (ii) Same Regional Service Centre;
 - (iii) Same Liaison Office;
 - (iv) Same Headquarters Bureau/Office.
106. The manager must discuss the proposed re-assignment or exchange with the staff members concerned in order to seek their views. While the staff members are subject to their management’s authority to reassignment to any of the similar posts with similar functions at the same level in the office, they must be consulted prior to the lateral moves and, as far as possible, their consent for the lateral moves should be secured. However, the consent of the staff members concerned must be secured in writing when the lateral move, although taking place in the same business unit, entails a change in duty station¹².

¹¹ “Staff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities or offices of the United Nations. In exercising this authority the Secretary-General shall seek to ensure, having regard to the circumstances, that all necessary safety and security arrangements are made for staff carrying out the responsibilities entrusted to them.

¹² This would be the case for instance, for two similar posts like Policy Advisors within the same Headquarters Bureau, e.g. BCPR or BDP but in two different duty stations or two similar posts within the same Headquarters Office, e.g. two Audit posts with OAI, or two similar posts with the Security Team, but in different duty stations.

107. Lateral moves to different duty stations but in the same country may be allowed for the General Service (GS) or National Officer (NO) category of staff in the interest of the Organization and with the consent of the staff members concerned. However, **no lateral move for GS and NO staff is allowed when such moves entail a change of country.**
108. In cases which would entail a relocation having financial consequences, the entitlements to be paid pursuant to the Staff Rules must be listed in the documentation securing the consent of the staff members concerned and the endorsement of the Bureau Director/Head of Office or the Associate Administrator as appropriate (see paragraph 126).
109. The process leading to lateral moves must be fully documented. The job descriptions must be provided to support that the two posts have similar functions and are at the same level. Prior consultation with the staff members concerned and their written consent in the event that the lateral moves entails the change of duty stations, must be evidenced. A copy of the signed approval with the relevant documentation and clearance must be provided for implementation of the necessary action:
- (i) to OHR/BoM for P and D, as well as HQ GS staff members;
 - (ii) to the HR focal point in the relevant business unit for other GS and NO staff members.
110. Lateral moves can take place irrespective of the time-in-post requirement. However, a staff member who has joined another post through a lateral move is expected to stay at least one year in that new position or two years if the position is in another duty station. A lateral move does not entitle the staff member to additional steps in the salary scales applicable to his/her grade¹³.
111. The present section on lateral moves does not apply to staff on Temporary Appointments (TA), Individual Contractors (formerly Special Service Agreement contracts) and Service Contract holders.
112. Management should monitor and provide oversight for the correct and appropriate way of planning a lateral move and take the necessary action to prevent misuse such as to move a staff member due to bad performance. The latter should be addressed through the RCA mechanism.
113. Management is also responsible for ensuring availability of funds before making a decision for lateral moves that entails a change in duty station.
114. The lateral move decision, documenting the reasons why the lateral move was an appropriate way to staff a position and the discussions held with the staff member concerned before making the decision of lateral move, will be filed in the Official Status

¹³ A staff member who laterally moves to another post, is not entitled to additional steps whether such a lateral move results from a competitive process or a management decision pursuant to the present section.

File (OSF) of the concerned staff members. The approving office will keep a record of any lateral move that has been approved for future reference.

115. Management is responsible for ensuring that the lateral move is successful, through training, coaching and mentoring of the incumbent of the new position

Placement of Unassigned¹⁴ Staff

116. In order to facilitate the placement of unassigned staff, a Hiring Manager may select an unassigned staff member (or a staff member who may imminently become unassigned) to fill a vacant post without a competitive process if the staff member has been vetted by OHR/BoM and found to fully meet the required qualifications for the position. The decision to place an unassigned staff member is at the discretion of management and only after consultation with the concerned staff member. While an unassigned staff member may express his/her interest in being placed without a competitive process, such a placement is not an entitlement. The management decision to fill a post through the placement of an unassigned staff member is discretionary.

Strategic Placement

117. Strategic Placements are exceptional in nature and will be only considered when the requirements of the Organization are so urgent or the situation so critical or sensitive, that carrying out a competitive process to fill a specific post would not be practicable. In such cases, the Administrator, or the Associate Administrator for posts at the D1 level and below, may decide to exceptionally fill the post outside of the present Framework and the recruitment and selection policies.
118. Before considering the possibility of a strategic placement, options such as the deployment of an unassigned staff member, implementation of a lateral move within the same business unit (see paragraphs 102-115) or employing Fast-Track Procedures must be thoroughly considered.
119. As far as possible, the post to be filled on an urgent basis should be given to a UNDP staff member meeting the requirements for the post and already at the level of the post. However:
 - a) in the event that the post is exceptionally filled by an outsider and since the selection will not be submitted to the relevant Compliance Review body prior because of the urgency, the letter of appointment will specify that his/her

¹⁴ For the purposes of the present policy, an unassigned staff member is defined as a current UNDP staff member holding a Permanent Appointment (PA) or who is eligible for consideration for a PA in the One Time Review (OTR) exercise **and** who:

- 1) is displaced as a result the abolition of his/her most recent position; or
- 2) has completed his/her designated Tour of Duty and was not successful in a securing another assignment prior to the designated expiration of the rotation date.

appointment is limited to the specific post in question and he/she will not be considered as an internal candidate for the purpose of UNDP vacancies; normally, the individual will be separated from UNDP upon expiry of his/her appointment limited to the post in question, unless he/she secures a UNDP through competitive process as an external candidate;

- b) in the event that through strategic placement a UNDP staff member is exceptionally placed to a higher level post than his/her personal grade, he/she will be granted the level of the post on a temporary basis for the time he/she encumbers the specific post in question . When he/she leaves this post, he/she will not be eligible for applying for a higher level post until he/she has obtained, through proper competitive process, a lateral move at the level of the post to which he/she was strategically placed. This rule is meant to ensure that staff members do not benefit, through strategic placement, from a promotion to a higher level post without competition and without their selection having been reviewed by the relevant Compliance Review body, as required by the Rank-in-post policy.

120. A strategic placement may occur only once in a staff member's career with UNDP.

Section 10.0 Recruitment on Behalf of Other Entities

121. In instances when UNDP country offices are requested to recruit and administer staff on behalf of other UN Funds, Programmes and Agencies, such entities are to follow UNDP recruitment policies unless otherwise specifically negotiated.

Section 11.0 Delegations of Authority

Appointment of UNDP Staff Members

122. The authority to appoint UNDP staff members under the Staff Rules has been delegated by the Secretary-General to the Administrator of UNDP.

123. The recruitment and selection process used to fill a vacant post at UNDP depends on several factors, including the nature of the post (rotational or non-rotational), the contractual modality and whether authority to make the appointment has been delegated from the Administrator to other members of senior management at UNDP headquarters locations and country offices.

124. The Administrator has further delegated the authority for the recruitment and selection of staff (subject to CRB/CRP approval) to the Associate Administrator, Bureaux Directors and Resident Representatives according to the type of post as follows:

a) Associate Administrator:

- (i) Headquarters international posts subject to Executive Board review ('core' functions) for posts included in the Candidate Pools.

- (ii) Senior management posts at the D-1 level irrespective of funding and key advisory positions at the P-6 level that are management project funded posts.
- b) Bureau Directors and Directors of Independent Offices
 - (i) Headquarters international posts subject to Executive Board review ('core' functions) for posts not included in the Candidate Pools.
 - (ii) Internationally recruited Fixed Term Appointments (FTA) P1 – P6 on posts not subject to Executive Board approval ("non-core" functions).
 - (iii) Locally recruited FTA G1 – G7 at Headquarters.
 - (iv) All internationally recruited and local Temporary Appointments (TA).
- c) Heads of Regional Centres, Policy Centres and Liaison Offices
 - (i) The same as Bureaux Directors for posts within their Office
- d) Resident Representatives
 - (i) As above for Heads of Regional Centres for posts within their Country Office.
- e) Director of OHR
 - (i) LEADs (upon initial appointment and for second assignments)

125. OHR retains oversight authority over these policies and their application to recruitment and selection processes. This delegated authority requires that all recruitments and selections are made in accordance with the applicable UNDP recruitment policies and Staff Rules and Regulations.

Decisions on Lateral Moves

126. Decisions on Lateral moves have been delegated as outlined below:

- a) Administrator
 - (i) D-2/P7 staff members
- b) Bureau Directors and Directors of Independent Offices
 - (i) Locally recruited FTA G1 – G7 at Headquarters (with clearance of Director, OHR)

- (ii) P1-P-5 Staff Members (with clearance of Director, OHR)
- (iii) D-1/P-6 Staff members (with clearance of AA and Director, OHR)

c) Regional Directors/ Resident Representatives/Head of Liaison Office

- (i) GS and NO staff members within their Office (with clearance of HR Unit)

127. A Bureau Director may, on a very exceptional basis, propose the lateral moves of current incumbents of Deputy Resident Representative, Country Director, Deputy Country Director, Operations Manager positions from a country to another within the same region, outside the normal reassignment process through the candidate pools mechanism. The proposed lateral move will be submitted by the Regional Bureau Director, through the Director, OHR/BoM, to the Associate Administrator for clearance, with the relevant documentation supporting the exceptional circumstances justifying the lateral move, demonstrating the consent of the staff member to the resulting change in duty station and providing the cost analysis of the relocation.
128. Since the selections and reassignments of Resident Coordinators/Resident Representatives are subject to inter-agency consultations, the present lateral moves policy does not apply to Resident Coordinators/Resident Representatives.

Decisions on Strategic Placements

129. Decisions on strategic placements remain within the authority of the Administrator and Associate Administrator as follows:
- a) Administrator
 - (i) D-2/P7 staff members
 - b) Associate Administrator
 - (i) All other posts

Annex I

Section I: Establishing an FTA post

Below is a summary of the major steps required when establishing an FTA post.

Please note that these steps apply to all locally recruited FTA posts in country offices and internationally recruited FTA posts that *are not* subject to review.

The post establishment process for locally recruited posts at Headquarters and internationally recruited FTA posts subject to Executive Board review are centralized at Headquarters. OPB should be consulted on establishing these posts.

1. The specific steps including Atlas procedures required for post creation can be found in the POPP
2. Establishing a post requires:
 - a. a Project Manager,
 - b. a Position Manager
 - c. a Finance Administrator and
 - d. a Head of Office.
3. The Project Manager will:
 - a. Indicate type of contract and duration of hire (establishes financial liability)
 - b. Indicate level for the position
 - c. Provide the approved budget(s)
 - d. Indicate budget percentage that should be charged to each budget for multiple source posts
4. The Position Manager will:
 - a. Ensure the post is properly approved by the Head of the Office and that it is **not** funded from regular resources
 - b. Check level, duration and budget percentages, if any, and that all required documents are accurate and submitted
 - c. Ensure, for non-UNDP/UNFPA/UNOPS posts (charged to the UN organization), that the request was properly approved by the concerned UN agency
 - d. Review the level of the post to ensure that it is consistent with the post description (Note: Any concerns must be brought to the attention of the Operations Manager or the Head of the Office.)
5. The Finance Administrator will:
 - a. Verify position type and budget requirement

- b. Verify budget data including availability of funding
 - c. Approve position creation or change funding percentage distribution
 - d. Inform/confirm to Position Administrator availability of funds
6. Supporting documents required to creating the post include:
- a. Approval of the request for the position by the Head of the Office
 - b. Job description (with expected duration and start date)
 - c. Confirmation of funds availability from the Finance Unit.

Section II: Establishing a TA post

Temporary Positions - Planning and Budgeting

Temporary positions can only be established subject to budget availability against the operating expense budget (“70000” account) as endorsed and confirmed by the Budget Owner

1. The Temporary Position can only be established once the unit has confirmed budget availability.
2. Confirm that sufficient General Operating Expense (GOE) resources are available to cover the cost of the Temporary Post for the expected duration of a TA (less than one year) against such a post. For proper planning purposes, the unit is required to use the Pro-forma cost for Temporary Positions.
3. The unit is required to ensure that the budget for the project against which the Temporary Position has been established reflects the funding needs as per the Pro-forma cost for Temporary Positions.
4. The unit has to ensure that the Payroll process can post the salary and entitlement cost of the Temporary Appointee to the appropriate project, by setting up the correct Chart of Accounts to the ‘TEMP’ Position.
5. The same rules 1) through 4) above apply in the exceptional case that the TA needs to be extended for up to one final year.