
Human Resources Services
Services des Ressources humaines

Circular No. **04/2022**Date: **12/01/2022**

International Training Centre
Centre international de formation
Centro Internacional de Formación**Selection Committee Terms of Reference and Rules of Procedures**

1. In accordance with paragraph 15 of Annex H of the Staff Regulations, the Selection Committee has undertaken a revision of its Terms of Reference and Rules of Procedures.
2. The revised Terms of Reference and Rules of Procedures were submitted to the Joint Negotiating Committee¹ and approved by the Director.
3. This Circular cancels and supersedes Personnel Office Circular No. 90/10 *Rules of Procedures of the Selection Committee* dated 4 April 1990.
4. The revised Terms of Reference and Rules of Procedures of the Selection Committee are effective as of the date of issue of this Circular.

Nicolas Lopez
Chief
Human Resources Services

¹ Joint Negotiating Committee meeting no. 78 dated 5 January 2022

RULES OF PROCEDURES

Background

1. Paragraph 15 of Annex H of the Staff Regulations provides that: “the Committee may establish agreed rules of procedures. These rules shall be submitted to the Joint Negotiating Committee for approval and shall be published”.
2. These rules might be modified if need be or complemented by new rules if required. In both cases, they should be submitted to the approval of the Joint Negotiating Committee.
3. In compliance with the above, the Selection Committee meeting No. 1/2021 held on 8 December 2021 established a revision and update of the rules of procedures contained in Personnel Circular No. 90/10 dated 4 April 1990. The updated rules of procedures were approved by the Joint Negotiating Committee² and are being published after final approval by the Director of the Centre.

Obligations of the members of the Selection Committee

4. The work of the Selection Committee is strictly confidential. Selection Committee members shall not divulge any information on its proceedings unless specifically stated in the rules of procedures. Members shall not try to obtain information from candidates unless on behalf of the Selection Committee, as part of the recruitment process.
5. Selection Committee members shall not participate in the discussions concerning vacancies in their own section. If a member is a responsible chief, the Selection Committee shall consult him/her in that capacity. The role of the responsible chief is outlined in paragraph 25.

Obligations of officials vis-à-vis the members of the Selection Committee

6. Officials shall not seek to influence the Selection Committee members either directly or indirectly. Any attempt to influence a member of the Selection Committee shall be reported to the Selection Committee Chairperson who will request the Human Resources Services (HRS) to take the necessary measures.
7. HRS, the responsible chief and other officials shall not make any commitments concerning the employment of a candidate to a vacancy whose filling is subject to a recommendation of the Selection Committee.
8. All persons involved in recruitment and selection processes and decisions shall respect their duty to maintain strict confidentiality in all matters related to those processes and decisions.
9. Failure to comply with the obligations laid out in par. 4 to 8 above will be treated as breach of the relevant provisions laid out in the Staff Regulations³.

² JNC Meeting No. 78 dated 5 January 2022

³ Art. 4.2 ‘*Conduct*’ and Chapter XI ‘*Discipline*’ of the Staff Regulations.

Organization of the work of the Selection Committee

10. The meetings of the Selection Committee are convened at the request of HRS or at the request of the Chairperson or of one of the members.
11. In case of urgency, the Selection Committee may be consulted via email. Supporting document needed for meetings and/or for email consultation shall be made available on a dedicated shared folder, with restricted access for the Selection Committee titular members only.
12. During a meeting dealing with the recommendations on the method for filling vacancies, the members of the Selection Committee appointed by the Director from among officials of HRS and by the Staff Union Committee may ask to be accompanied by a substitute member belonging to the same group who shall not take active part in the meeting. In the absence of an independent member, the Chair will appoint an independent substitute member to replace him/her.

Selection Committee terms of reference

13. The main function of the Selection Committee is that of assuring the application of the methods and procedures concerning the filling of vacancies, as provided in the Staff Regulations⁴.
14. In case of a vacancy, HRS shall prepare a job description proposal to the Selection Committee after consulting the responsible chief, who may be called to provide additional information if the Selection Committee deems it necessary. A short explanatory note shall accompany each vacancy.
15. The Selection Committee recommends one of the following methods in order to fill a vacancy:
 - (a) Transfer within the same grade
 - (b) Internal competition
 - (c) External competition
 - (d) Internal/external competition
 - (e) Promotion or appointment without competition, in conformity with article 1.2 (c)
16. Competitions shall be governed by the procedures described in Annex H of the Staff Regulations and by the complementary rules described in paragraphs 20 to 24 and paragraph 26 below.
17. The Selection Committee shall be informed of the promotions or appointments decided upon based on the method indicated in paragraph 15 (e) above. It shall recommend the filling of vacancies arising from regrading, in keeping with article 1.2 (c) of the Staff Regulations.
18. The Selection Committee shall be kept informed of the appointments made by the Director, in keeping with article 1.2 (b) of the Staff Regulations, in so far as they concern the Director's office, vacancies at grade P.5 or above, and temporary appointments.

⁴ Art. 1.2 , Art. 10.4 and Annex H of the Staff Regulations

19. Every six months at least, HRS shall provide the Selection Committee with a list of vacancies known or foreseen, accompanied by a brief description about the position, in order to make it possible to decide in due time on the method for filling these positions.

Competition procedures

20. A draft vacancy announcement shall be prepared by the Responsible Chief; it shall list all the main tasks, responsibilities, and qualifications required in order of importance. The position shall be graded by HRS, in consultation with a professional classifier, as applicable.
21. The Selection Committee shall not be consulted on the method for filling the vacant position before the draft description of tasks is established.
22. Vacancies shall be advertised as widely as possible. Standard practice is to advertise a vacancy in the professional category for a period of 30 days, and a vacancy in the General Service category for a period of 15 days.
23. Should a question of principle arise, having regards to the interpretation of the terms of the vacancy announcement, the receivability of candidatures, or any procedural issues on the conducts of the recruitment process, the Selection Committee shall submit it to the Joint Negotiating Committee that shall settle it.
24. The results of a competition shall be publicly announced ⁵. The candidates classified second or third in the competition may be informed of their classification. The candidates who are not selected shall be informed.

Responsible Chief's role

25. The role of the responsible chief is defined in Annex H of the Staff Regulations and in the complementary rules described below:
 - i. HRS shall consult the Responsible Chief to define the duties and responsibilities attached to a vacant position, and to identify the qualifications required of applicants;
 - ii. The Selection Committee in consultation with the Responsible Chief shall review the candidatures received and shall establish a short list of eligible candidates to be evaluated through an eliminatory recruitment process;
 - iii. The Selection Committee, in consultation with the Responsible Chief, shall determine the weight and evaluation methods to be used in the various elements of a recruitment process (written test, interview etc.);
 - iv. The Selection Committee and HRS shall consult the Responsible Chief to finalize the written test contents and interview questions to be used during the recruitment process; the Responsible Chief may also be invited to participate in the review and evaluation of a written test, and in the final interview, in accordance with the established procedures⁶;

⁵ Par. 17, Annex H, Staff regulations

⁶ Recruitment process, paragraph 25 below

- v. Before drafting the final report, the Selection Committee shall establish a short-list of the best classified candidates and inform the Responsible Chief ⁷;
- vi. The Selection Committee shall submit its final recommendations to the Director indicating the reasons therefore. Where the Responsible Chief is not in agreement with the recommendation of the Selection Committee, his/her view shall be recorded in the report of the Selection Committee ⁸.

26. Recruitment process

(a) Nomination and roles of the Selection Panel

The Selection Committee titular members shall nominate among the titular and/or substitute members, those who shall form the Selection Panel in charge of the recruitment process of a vacancy.

The Selection Panel shall be composed of a Chairperson and a Vice Chair, acting as independent members, a member representing the Staff Union and a member representing HRS. The responsible chief shall participate in the Selection Panel, in keeping with the role outlined in paragraph 25.

At times, an external, independent consultant, or a colleague from ILO Geneva, may be asked to take part in the recruitment process to provide additional technical expertise and advice.

In line with the provisions contained in Art. 10.3 (b) of the Staff Regulations, none of the members nominated to form a Selection Panel shall be of a grade lower than the grade of the position in the vacancy.

Selection Panel members shall agree on a recruitment process timeline and shall commit to respecting it.

The Selection Panel and the Responsible Chief shall review the candidatures received and establish a short list of eligible candidates to be evaluated through an eliminatory recruitment process.

They shall determine the weight and evaluation methods to be used in the various elements of a recruitment process, such as written test, assessment centre and interview, as outlined in the relevant paragraphs below.

Based on the results of the recruitment process and before drafting the final report, the Selection Panel shall establish a short list of the best classified candidates; it shall then inform the Responsible Chief of the candidates selected and ask for his advice. In case of disagreement, the Responsible Chief's opinion shall be included in the Committee's report.

The Selection Panel shall submit to the Director the report containing the final recommendations, duly justified. After approval, these reports shall be forwarded to the members of the Selection Committee as well as to the Joint Negotiating Committee.

⁷ Annex H, Art. 11 (e)

⁸ Annex H, paragraph 12

(b) Screening of applications

HRS shall pre-screen all applications received. Based on the essential qualifications (education, language skills, experience) required by the position, as specified in the vacancy announcement, HRS will create preliminary lists of pre-selected candidates and not eligible candidates.

The Selection Panel shall evaluate both lists and determine a short list of candidates who are deemed eligible to sit the written test.

(c) Written test

Candidates short-listed shall sit a written test, which may be administered on Campus or delivered remotely.

Written test contents in the form of exercises and/or open questions or multiple choice questions, shall normally be prepared by the Responsible Chief in coordination with the Selection Panel. The Selection Panel shall determine also the length of time allocated for the test, the language(s) to be used, the pass mark threshold and weight of the test marks within the overall recruitment process.

At the request of the Selection Panel, the external expert may participate in the preparation and marking of the written test.

All written tests shall be evaluated on an anonymous basis and candidates shall be instructed to use a given nickname on all test papers.

Internal candidates have a right to request feedback on their performance in the context of the overall evaluation as well as on areas of possible development. Such feedback may be provided in oral or written form by the Responsible Chief or by HRS, as appropriate.

No feedback shall be given to external candidates who fail to achieve the written test pass mark.

5. Competencies assessment centre

Candidates who pass the written test shall be invited for an assessment of the Centre's core competencies.

The assessment centre may be outsourced by HRS, to HR consultants familiar with the Centre's competencies framework.

The assessment consists of a behavioural interview within a timeframe of 2 hours per candidate.

The Selection Panel shall receive a confidential report on the core competencies assessment results for each short listed candidate, prepared by the consultant.

The report shall be used to assist the Selection Panel with reviewing the profile of candidates who have passed the competencies assessment in order to establish a short-list for the final face-to-face interview. It shall not however be given a scoring or a weight within the overall recruitment process.

Competencies shall be assessed on a scale from one (poor) to five (outstanding) and a rating of at least three shall be needed to be considered as pass.

In line with the practice at ILO Geneva, also adopted at the Centre, a maximum of two core competencies shall be allowed as areas for future development (i.e. rated below three). If a candidate shall receive a rating below three in either integrity or sensitivity to diversity this shall constitute a fail.

When the recruitment process is completed, each candidate, whether successful or not, shall receive a written feedback report on each competency assessed, in addition to relevant comments, mainly on major strengths and suggested areas for development.

6. Interview

Selected candidates shall be invited for a final interview with the members of the Selection Panel and the Responsible Chief.

The interview may be organized via videoconference, or telephone, having duly informed and agreed with the candidates. In specific circumstances, the interview may take place on Campus.

At the request of the Selection Panel, the external expert may participate in the final interview.

The interview shall focus on:

- assessing the level competencies linked to the position;
- assessing technical skills relevant to the position
- assessing personal skills;
- assessing oral language(s) skills;
- assessing the candidate's experience/motivation.

The Selection Panel and the Responsible Chief shall agree on an interview guide, to include the questions to be used during the interview. The suggested duration of the interview shall normally be a maximum of 45 minutes per candidate.

To ensure total transparency in the recruitment process, the matching of the candidates' real name with the test results shall be completed only after all interviews have been evaluated and marked.