

III.4.2 Selection - PAHO

Selection and assignment policy

10 In selecting staff members, careful consideration must be given to applications from qualified serving staff and from qualified staff employed by other organizations of the UN system, especially those who need to be reassigned due to position abolition, medical or family reasons. Nevertheless, the paramount consideration in the appointment, transfer and promotion of staff is the necessity of securing the highest standard of efficiency, competence and integrity. See, Staff Regulation [4.2](#).

20 Selection of staff is normally made on a competitive basis. However, a competitive selection process is not required where it is in the interest of the Organization to fill a vacant post by reassignment of a staff member without promotion. See, Staff Regulation [4.3](#).

30 In selecting staff members, consideration must be given to the principles of diversity and inclusion and selections must be made without regard to race, creed, sex or disability;

40 Without prejudice to the inflow of fresh talent, vacancies shall be filled by promotion of staff members already in the service of the Organization in preference to persons from outside. This preference is also applied on a reciprocal basis to the World Health Organization and the Organization of American States. See, Staff Regulation [4.4](#).

50 Subject to Staff Rule [410.3.1](#), persons closely related by blood or by marriage to a staff member shall not normally be appointed if another equally qualified person is available. Persons closely related by blood or marriage include an immediate family member, as defined in Rule [110.7.3](#) (specifically, the spouse, children, parents and siblings of a staff member and the children, parents and siblings of the staff member's spouse) and grandparents, grandchildren, uncles, aunts, nieces and nephews as well as any step-relatives of the staff member or his or her spouse.

60 Selected staff members shall not be assigned to serve in a position which is superior or subordinate in line of authority to a position occupied by a staff member to whom he or she is related. Furthermore, a staff member who is related to another staff member as specified under the Staff Rules shall not participate in the selection process for appointment, reassignment or transfer of the related staff member; or in the taking or reviewing of an administrative decision affecting the employment status, entitlements, or other benefits of the related staff member.

70 In selecting individuals for positions in the professional and higher categories, the utmost attention must be given to the necessity of implementing the resolutions of the PAHO governing bodies on gender balance and geographical distribution. Objectives and statistics concerning the employment of women in the Organization and candidates from unrepresented or under-represented countries, particularly developing countries, are regularly reviewed by the Director and governing bodies.

80 For professional positions at Country level, the Organization does not normally assign staff to the country of which they are a national or to a country where, though the person is not a national, they have immediately before been employed by the government or under the terms of a bilateral agreement. Any exceptions must be approved by the Manager, Human Resources Management (HRM).

90 In accordance with Staff Rule [1310.2](#), general service positions are subject to local recruitment and, therefore, shall be filled, as far as possible, by persons recruited in the local commuting area. Applicants must be able to legally work in the location of the duty station. Furthermore, the recognized place of residence for such locally-recruited individuals shall be determined as the place where the office concerned is located irrespective of their nationality and of the length of time they have been in the area.

95 PAHO normally does not employ general service staff who are not citizens or legal residents; however, there are situations where it may be in the interest of the Organization. Candidates holding work permits, also known as Employment Authorization documents (EAD) may be recruited provided that they work on a part-time basis only given that United States law does not permit these individuals to work full-time in international organizations or embassies. Consequently, staff holding an EAD are strictly limited to 32 hours per week, and they are not allowed to work overtime.

Advisory Selection Panels

100 In PAHO, Advisory Selection Panels have been established to ensure the objectivity and transparency in the recruitment and selection of U.N. staff in the Organization. PAHO's Advisory Selection Panels (ASP) are responsible for reviewing the process used to identify recommended candidate(s) and ensuring that the process meets the standards of transparency, fairness and equity and that only the most qualified candidates are recommended for positions in PAHO.

110 In November of each year, the Area of Human Resources Management (HRM) will announce the schedule of ASP meetings for the coming year.

120 Four Advisory Selection Panels have been created to review selection processes for each of the following categories of staff:

- 1 ASP to review posts located in PAHO Headquarters at grades G-2 to G-7
- 1 ASP to review posts in grades P-1 to P-3 and NO-A to NO-C
- 2 ASPs to review posts in grades P-4/NO-D

130 Each ASP consists of a Chairperson and four members. One of the four members is selected by PAHO's Staff Association. Each of the five members has one vote. In no case shall all members be of the same sex. Geographical distribution is also taken into consideration when establishing an ASP.

140 A representative of Human Resources Management (HRM) acts as the non-voting Secretary and provides all support services.

150 An alternate Chairperson, alternate member and alternative Staff Association member will also be identified and will be on call in the event that an ASP member believes he or she has a real or potential conflict of interest or for unavoidable reasons cannot attend an ASP session. If a sufficient number of ASP members cannot be convened for a P-4/NO-D ASP meeting, members of the second P.4 panel may be contacted in order that a five-member panel may be formed.

160 Membership in an Advisory Selection Panel (ASP), while voluntary, is considered part of a staff member's official duties and must be reflected in his or her work objectives.

170 Members of the PAHO Grievance Panel (GP) and the PAHO Board of Appeal (BOA) may not participate in the ASP process given the inherent conflict that such an assignment would present with their GP or BOA responsibilities.

180 ASP members must:

1. Hold a fixed-term or career appointment of at least two years;
2. Have joined the Organization through a competitive selection process. (Exempt from this criterion are staff members in executive posts who, under the Organization's regulations, have been selected through special procedures.)
3. Have worked for PAHO for no less than two consecutive years;
4. Have not been officially sanctioned by the Organization in the past five years;
5. Have received at least a satisfactory rating in the past two performance evaluations;
6. Hold a post within or above the grade range of the ASP he/she is assigned to.

190 ASP members will serve for two-year staggered terms. Upon expiration of an ASP member's term, the member may not serve again until at least two years have passed.

200 For additional information on the roles and responsibilities of the ASP members and ASP procedures, please see guidelines for [Advisory Selection Panels](#).

Senior Staff Selection Committee

210 A Senior Staff Selection Committee (SSSC) will be convened to select staff at the P.5 grade level and above. The SSSC is composed of PAHO's Director, Deputy Director, Assistant Director, and Director of

Administration, with HRM serving as a non-voting secretary. SSSC meetings are convened on a regular basis as determined by PAHO's Director.

Interviews, tests and references

220 The hiring manager must ensure a written form of evaluation, in addition to or incorporated in the interview, such as a written test, case study, or PowerPoint presentation. The testing of candidates is arranged by HRM. To the extent possible, testing should be conducted electronically using approved software. Candidates are to remain anonymous during the review and grading of the tests.

230 Candidate interviews are to be arranged by the hiring manager after receiving clearance from HRM to proceed with the scheduling of interviews. To the extent possible, interviews should be held through video/telephone conference unless all candidates are readily available in person. Travel for purposes of conducting interviews will normally be limited to positions at the P.5 level and above. If travel is required in order to conduct interviews, the cost of all expenses related to the travel, including visa costs, are charged to the vacant post. Interviews through video/telephone conference facilities may be a cost-effective alternative to travel, if such facilities are available at the locations concerned.

240 Note that, all candidates must be interviewed and tested in the same manner and under the same conditions, without exception.

250 Normally, reference checks will be initiated by HRM before candidates are invited for interviews. When time constraints or other factors require this step to be completed after the interviews, it must be completed before the initiation of the appointment action.

260 Candidates short-listed for interview will be requested to supply copies of their educational qualifications to HRM.

Selection Decisions

270 PAHO's Director will review and approve all recommended candidates for professional posts in PAHO. PAHO's Director of Administration will review and approve all recommended candidates for general services. After approval of a selection recommendation, HRM communicates the name of the selected candidate to the receiving office and contacts the candidate to confirm his/her continued interest.

*275 If a post becomes vacant within approximately one year of appointment of the selected candidate, the Organization, at its discretion, may appoint the alternate candidate if one was identified during the initial selection process for the post and the candidate is available. If more than one alternate was identified, the alternates will be considered in order of ranking (i.e., first alternate, second alternate).

Medical Examinations

280 All appointments are conditioned on the selected candidate obtaining medical clearance from the PAHO Medical Director. The candidate is referred to a list of UN-designated physicians from whom he/she should select and obtain the medical examination, the results of which are transmitted to the PAHO Medical Director for review. Should there be no UN physician available in the selected candidate's location, the candidate may use his/her personal physician. The results of that examination must be submitted to PAHO using the required medical examination form [JMS 1](#).

290 When requesting a candidate to undergo a medical examination, it must be emphasized that the offer of appointment is contingent upon a medical clearance from the PAHO Medical Director. The candidate should also be informed of reimbursable expenses. In particular, only routine laboratory tests as outlined in the pre-medical instructions are covered by PAHO. Any additional testing that may be required to provide medical clearance is the financial responsibility of the candidate. HRM will send the Form JMS 1 to the candidate which should be completed by an approved UN examining physician (personal physician in cases of no UN physician availability) and returned to the Health and Well-Being Unit at PAHO Headquarters along with all required laboratory tests. Based on the results of this examination, the Medical Director will determine whether the prospective staff member's standard of fitness is acceptable for service with the Organization.

Release of Candidates by their own Governments

300 A selected candidate who is a government employee may not be offered an appointment until the government has agreed to his/her release. HRM will prepare a written request to the government for the Director's signature to obtain the release of a selected candidate.

Selection policy – Temporary Appointments

310 In the selection of temporary staff, the following guiding principles must be observed:

- The paramount consideration for selection is the necessity of securing the highest standards of efficiency, competence and integrity.
- Within that context, in the recruitment of Professional temporary staff due regard shall be given to the promotion of a diverse workforce.
- Recruitment on a temporary appointment should be based on the resources forecast in the relevant office's HR Plan, as approved.
- The recruitment process should be initiated and completed in a timely fashion.

320 Temporary Professional Staff: Gender and geographical considerations should be taken into account in recruitment of temporary Professional staff.

330 Temporary General Service staff: These staff members are not normally recruited from outside the local area when fully qualified candidates are available locally. If, following a competitive process at the local level, no candidate is identified who meets the minimum requirements of the vacancy notice, consideration may be given, on an exceptional basis, to the recruitment of a qualified candidate from outside the local area. In such cases, subject to the prior approval of the Manager, Human Resources Management, the position shall be re-advertised and applicants from outside the local area can be considered.

Selection Procedures – Temporary Staff

*340 In order to ensure that the Organization obtains only the most qualified temporary professional staff, hiring managers must comply with the following selection procedures prior to submitting a request to HRM for the appointment of a temporary staff member:

1. Prepare/update and finalize with HRM's assistance a final job description;
2. Establish an interview team comprised of the hiring manager and at least two additional fixed-term staff members at the same grade of the assignment or higher. At least one interview panel member must be assigned to a different AMPES entity than the hiring manager and both genders must be represented on the panel.
3. Review the resumes of at least four candidates who meet all of the requirements established in the job description (including education, language and years of experience). Hiring managers should ensure that both genders are represented within the pool of qualified candidates under consideration;
4. The candidates must be screened through:
 - A review of resumes. Please see [sample scoring](#) sheet.
 - A testing mechanism (for example, PowerPoint presentation, case study, written test) designed by the hiring manager or interview team. The same testing mechanism must be used by the hiring manager for all candidates.
 - Interviews: Interview questions should be developed by the hiring manager and carried out by the interview team in person, by telephone, or by video conference as appropriate. The same method of interview must be used for all candidates.
 - Interviews may be competency based, skills based, or a combination of the two, at the discretion of the hiring manager; and
 - Consideration of at least two work-related references.
5. A thorough analysis of the candidates and a description of the outcome of the screening process must be presented to HRM in writing along with a completed PAHO 562 requesting appointment of the recommended candidate and listing any alternate candidate(s). Please see [sample memorandum of recommendation](#). Note that the appointment of temporary staff normally takes approximately four weeks from the receipt of a properly completed PAHO 562 and supporting documentation.

350 The procedures outlined above are minimum standards. These minimum standards apply to all temporary appointments, excluding those of 60 days or less. Deviations from these minimum standards will be considered only in the most exceptional cases. Any requests for deviations must be submitted to HRM for approval.

360 The following requirements apply in all cases:

1. Recruitment will be initiated by the relevant office on the basis of signed and dated terms of reference (TOR) and personal profile. The terms of reference should so far as possible be based on generic terms of reference and, for positions at the Professional level, follow the approved position description format. In addition, an up-to-date curriculum vitae (CV)/personal history form and verification that funds are available are required.
2. The grade level for the TOR will be determined by HRM in accordance with the applicable and approved classification standards of the International Civil Service Commission (ICSC).
3. All short-listed candidates will be assessed by HRM.
4. The authority to approve a temporary appointment is as follows:
 - For professionals, the PAHO Director;
 - For administrative staff, the Director of Administration.
 - In all cases, the decision will be taken in consultation with HRM.

Interviews, tests and references

370 Interviews and tests are arranged by HRM. If travel is involved, the relevant office will bear the cost. The number of candidates invited to travel for interview should take account of the cost factor. To reduce costs, the test may be entrusted to another WHO regional office, PAHO/WHO representative's office or the UN agency closest to where the candidate is based. Interviews through video/telephone conference facilities may also be a cost-effective alternative if such facilities are available at the locations concerned. Reference checks should be initiated, preferably before candidates are invited for interview. Although time constraints or other factors may require this step to be completed after the interview, it must be done before an offer of appointment is made.

Medical examinations

380 A full medical examination is required upon entry for staff members holding temporary appointments and the Organization may require a staff member to undergo medical examinations whenever he or she judges that the circumstances so warrant.

III.5.8 Promotion

10 Promotion is the advancement of a staff member with a career or fixed-term appointment to a position of a higher grade either by appointment to another post or by reclassification of current duties. A staff member with a career or fixed-term appointment generally may not be promoted to another post unless he or she has been selected competitively for the position after it has been announced to all appropriate groups of staff and there has been a satisfactory recent performance appraisal on his or her work. Staff members promoted or reassigned to another post while still on probation are normally required to begin a new probationary period (see III.4 Appointment procedures/Probation).

20 Promotion from the General Service or National Professional Officer categories to the Professional category does not take place unless the staff member formally acknowledges his or her readiness to accept assignment to any activity or office of the Organization throughout the world.

30 If an occupied post is reclassified by one grade within the same category, the incumbent is promoted, subject to having the necessary qualifications and a record of satisfactory performance.

40 In accordance with Staff Rule 560.3, if an occupied post is reclassified from the general service to professional category, or by more than one grade within a category, the position will be advertised and a candidate selected on a competitive basis in accordance with the requirements set out in Staff Regulation 4.4 and the process described in III.2 Position Classification. If the staff member with a career or fixed-term appointment occupying the advertised post does not apply or is not selected for the resultant vacancy at the higher level, the organization will make every reasonable effort to reassign the staff member to a post for which he or she is qualified at the same

grade as that of the post before its reclassification. Any such cases will be monitored by Human Resources Management (HRM).

50 The staff member with a career or fixed-term appointment occupying the advertised post may be granted extra pay as from the fourth consecutive month of the effective date of the reclassification calculated in accordance with the provisions of, and with due regard to the period specified in, Rule 320.5.

60 Promotion shall be effective from the date of entitlement of any increase (see Staff Rule 380.3). In the case of reclassification of the position, the effective date of promotion of the incumbent is the first of the month closest to the date of either: a) approval of promotion or b) no more than 3 months from receipt of a complete and appropriately filed reclassification request, whichever is sooner. (See Manual III.2.1 Position Classification.)

70 When a promotion is concurrent with reassignment, the effective date should first be agreed to between the releasing and receiving units in consultation with the staff member concerned, but should normally not be more than three months beyond the date when the staff member was notified of his or her reassignment. A delay in the reassignment and promotion of more than three months may occur only with the agreement of the staff member and the receiving office and in consultation with HRM.

80 On promotion to a higher grade, the step in the grade of promotion and the date of the next within-grade increase are fixed in accordance with Staff Rule 320.3.

90 At some official stations the pensionable remuneration used to determine rates of contribution to the Pension Fund of a staff member in the General Service category may be higher than it would be after promotion to the Professional category. These staff members are required to retain the higher pensionable remuneration until it is overtaken by that applicable to their grade and step in the Professional category. The pensionable remuneration retained is the dollar equivalent of the local currency amount converted at the Organization's exchange rate in effect at the date of promotion. Both the staff member and the Organization continue to make their contributions accordingly. No adjustment is made for future changes in the rate of exchange or increases in the pensionable remuneration of the General Service category which come into effect after the date of promotion to the Professional category.

100 In accordance with the provisions of Staff Rule 320.5, a staff member with a career or fixed-term appointment may be officially designated to assume temporarily the responsibilities of an established post of a higher grade than that which he/she occupies for a maximum period of twelve (12) months unless an extension is requested in writing and approved by HRM.

110 The supervisor must inform the staff member and HRM in writing of the designation to act in a post of a higher grade. At the end of the first three months in such acting status, the supervisor will confirm to HRM that the staff member is still carrying out the duties of the higher graded post. From the beginning of the fourth consecutive month of such acting service, the staff member is granted non-pensionable acting pay normally equal to, but not exceeding, the difference between his or her current pay and what he or she would receive if promoted to the post of higher grade.

110.1 All calculations are made as of the beginning of the fourth month, and no adjustments to the amounts of extra pay are subsequently made. Contributions to the Pension fund continue to be determined by the grade and step actually held by the staff member. The level of pay applicable to the staff member after cessation of extra pay is not affected by these temporary arrangements.

120 Should a supervisor wish to extend the arrangement beyond the stipulated twelve (12) months, a request for an extension shall be sent by the supervisor to HRM, for approval at least one (1) month prior to the end of the twelve (12) month period. The request must include a detailed explanation of the reasons warranting an extension beyond twelve (12) months and the proposed length of extension. Upon approval, HRM will process the appropriate administrative action to continue the extra pay.