

Guidelines for Recruitment Administrators¹ and other staff handling recruitment processes at UNAIDS

1. This document contains guidance and standard operating procedures pertaining to the implementation and interpretation of the Recruitment Policy and Procedures in HRM/IN 2022-1.

Recruitment Prerequisites

2. A recruitment process can begin when:
 - a. a new position is approved for inclusion in the UNAIDS staffing table;
 - b. a position in the UNAIDS staffing table becomes vacant; or
 - c. a position is occupied by an incumbent who is expected to separate or to be reassigned in the following six months.
3. A job profile is required for every position in UNAIDS and each recruitment process requires a current, classified and approved job profile describing:
 - a. key responsibilities;
 - b. supervisory lines and context
 - c. internal and external linkages;
 - d. the requirements of the position, including:
 - academic qualifications;
 - relevant work experience;
 - language proficiency;
 - e. functional/technical knowledge/skills; and,
 - f. required competencies.
4. The creation of a new job profile and the verification or revision of an existing job profile is the responsibility of the first-level supervisor (hiring manager), in consultation with People Management (HRM)².
5. Generic job profiles reflect the standard minimum guidelines for educational qualifications, work experience and languages, and meet the functional requirements and grade classification of a number of positions common throughout UNAIDS. Unless otherwise approved by Director, HRM, and whenever available, a generic job profile must be used. Generic job profiles are available on the HRM Intranet.
6. For positions where a generic job profile is not available, the hiring manager prepares a new job profile in consultation with HRM, ensuring that it reflects the duties and responsibilities of the position and the standard minimum guidelines for educational qualifications, work experience and languages.

¹The Recruitment Administrator is the Human Resources representative or Regional Support Team (RST) representative (normally the Regional Operations Manager or Regional HR Business Partner) who is responsible for coordinating and implementing the recruitment process in accordance with this Policy (see also para. 13 of the Recruitment Policy).

²Unless otherwise stipulated, reference to HRM throughout these Guidelines should normally be understood to include the relevant HRBP/RST.

7. Revisions to a job profile are required whenever a sustained and substantial change in functional responsibility is envisaged for an existing position. Job profiles for existing positions, generic or otherwise, should be reviewed and verified by the hiring manager, in consultation with HRM, before initiating any recruitment process. When an existing job profile is changed, the former job profile will be required at the time of classification.
8. Hiring managers wishing to submit a new or revised job profile to HRM are requested to use the official job profile template.
9. Prior to its classification, a job profile must be verified by HRM and endorsed by the first and second-level supervisors of the position.

Classification of position and creation of vacancy notice

10. Once the job profile is finalized and approved, the position is classified by HRM³.
11. An approved and classified job profile remains valid for so long as it remains consistent with the objectives, commitments and needs of the organizational unit in which the position is located. The classification of an encumbered fixed-term position may be reviewed in accordance with Staff Rule 230. Temporary positions are not subject to reclassification. When changes to the functions of a temporary position are necessary, a new job profile and recruitment process must be initiated. Following classification, the vacancy notice is prepared by HRM.

Advertisement of vacant positions, vacancy notices

12. Vacancy notices are prepared on the basis of approved and classified job profiles and shall specify:
 - a. minimum educational qualifications and professional requirements for the position;
 - b. desirable qualifications for the position;
 - c. required competencies;
 - d. type of appointment;
 - e. duration of appointment;
 - f. mobility requirements, as applicable;
 - g. current standard duration of assignment for the position, if applicable
 - h. modalities of advertisement (internal/external) / eligibility of candidates to apply; and,
 - i. any other requirement conforming to UNAIDS standards and policies.
13. UNAIDS applies the GIPA Principle (Greater Involvement of People Living with HIV). All vacancy notices should include a statement to encourage applications from people living with HIV, such as "Applications from people living with HIV are particularly welcome". There is no obligation to disclose HIV status. Self-disclosure as a person living with HIV/AIDS within the application process is strictly voluntary. Whenever such status is disclosed by an applicant, strict confidentiality shall be maintained by all persons involved in the recruitment process.
14. Requests to advertise a vacancy should reach:

³ external classifiers / OneHR may be used

- a. HRM for positions in the Professional and higher categories and locally recruited positions at HQs and Liaison Offices via a memo addressed to Director HRM, and pre-approved by Director PFA, with the classified job profile, at least ten days in advance of advertisement.
 - b. Relevant RST Director, following consultation with Director HRM, for vacancies for locally recruited positions in the regional or country offices.
15. All vacancy notices are managed by HRM or RSTs, as applicable, using the UNAIDS e-Recruitment system.
 16. Vacancy notices may be advertised in local media and through the UN and other professional platforms. Copies of any locally advertised vacancy notices shall be sent to HRM.
 17. Subject to the approval of Director HRM, targeted advertisements in external media publications may be considered, e.g. for specialized positions. HRM coordinates the publishing of the advertisement and the cost is covered by the hiring department or office.
 18. Where advertising is not required, calls for expressions of interest may be used to solicit candidatures.

Screening, shortlisting and testing⁴

19. Following closure of the vacancy notice, a preliminary screening of all applications based on the essential and desirable requirements of the classified job profile as reflected in the vacancy notice (e.g. education, experience and language skills) is performed by the recruitment administrator. Screening questions may be used to facilitate the review. A list of applicants meeting all required selection criteria shall be submitted to the hiring manager for review.
20. Based on the list of screened applicants, the hiring manager, in consultation with the panel, creates a shortlist of candidates to participate in the testing exercise. The hiring manager may decide on the appropriate testing exercise. The testing exercise should normally be a written test but may also be a presentation in addition to, or instead of, a written test.
21. The Hiring Manager should consult with the recruitment administrator in determining the appropriate assessment method for the position, taking into consideration the required skills outlined in the vacancy notice.
22. Each shortlisted candidate must meet all minimum essential requirements of the vacancy notice. Due consideration shall be given to geographical representation and to the implementation of UNAIDS Policy on Diversity and Inclusion and its Gender Action Plan.
23. Justification for non-inclusion of any qualified internal candidate must be documented.
24. Along with the shortlist, proposed questions for the written test (and/or presentation, if applicable) should be provided, along with the PTAE0 to which any interview costs will be charged.
25. The hiring manager, in consultation with the panel, shall verify that each candidate meets all the required selection criteria stated in the vacancy notice before providing the shortlist to Chief, Human Resources Operations, HRM (HRO/HRM), or, in the case of local recruitments in UCOs or RSTs, to the Regional HR Business Partner.

⁴ This section should be read in conjunction with Section IV. of the Recruitment policy outlining the *Selection process*.

26. Tests should be developed by the hiring manager ahead of the test date. In developing the test, the hiring manager shall
 - a. select the appropriate type of test (written test, presentation, or both);
 - b. develop the questions;
 - c. define scoring criteria and a rating scale;
 - d. determine whether the test will be eliminatory or used as an additional selection criterion (depending on the number of candidates and other relevant considerations); and,
 - e. determine the weight that non-eliminatory tests shall carry in the selection process (normally around 25%, depending on the content of the job).
27. It is the hiring manager's responsibility to:
 - ensure that the test is not UNAIDS-specific, so as to enable both internal and external candidates to answer the questions successfully;
 - ensure that test questions are relevant to the functions of the position as stated in the vacancy notice;
 - provide an outline of acceptable answers;
 - decide on the duration of the test; and,
 - assess and score the candidates' tests.
28. In advance of the test, the hiring manager and HRM decide the actions they would recommend in the event that no more than one candidate passes an eliminatory test. In such situations, consideration should be given to cancelling the vacancy and re-advertising the position to secure a wider pool of candidates.
29. Written tests are scored on a "blind" basis. HRM assigns a number to each candidate's test and the assessor does not see the candidate names. All written tests must be submitted without indication of candidate name, and scored anonymously, normally by two technical experts, under the guidance of the recruitment administrator. In case of eliminatory tests, the rating scale should normally provide for a minimum grade of 60% to be reached to achieve a pass result.
30. If a presentation will be used as part of the testing exercise, candidates are normally allowed up to 48 hours to prepare their presentation, which they will make to the members of the Panel.
31. Answers are assessed using objective scoring criteria, established in advance, normally covering four main areas:
 - a. ability to communicate clearly and concisely;
 - b. innovative and strategic thinking;
 - c. comprehensive coverage and understanding of main issues of the question; and,
 - d. overall knowledge of subject matter.Additional areas may be assessed, as determined in advance, should the nature of the position so require.

Interviews

32. To ensure consistency with the UN Common System, interviews at UNAIDS use a competency-based format. The purpose of the interview is to focus on demonstrated skills, attributes, and behaviors in addition to qualifications and experience of each candidate.
33. Candidates who are included on the short-list and who pass the testing exercise and/or receive the highest ranking on the testing exercise, will be invited to an interview. The Panel may predetermine the maximum number of persons who will be interviewed. Due consideration shall be given to efficiency in determining the number of persons to invite for an interview.
34. In order to assess candidates during the interview, each panel member will be provided with a standardized interview form by the recruitment administrator. This standardized interview form will identify each competency to be assessed. Panel members will be requested to take notes and score each interview question.

Appointment

35. Following approval of the appointment as per para. 49 of the Recruitment Policy, HRM or the recruitment administrator, as applicable, notifies the successful candidate and informs the members of the Panel. Appointment is subject to verification of references and educational qualification, and medical clearance. The successful candidate is requested to confirm his/her interest in the position, normally within five working days.
36. Following receipt of confirmation of interest from the successful candidate, HRM/the recruitment administrator ensures that the formal offer of appointment is extended to the successful candidate. The effective date of appointment is determined in consultation with the hiring manager. In accordance with Staff Rules 440.1.3-440.5 and the Introduction to Staff Regulations and Rules for Staff Members of UNAIDS, an offer of appointment will:
 - state the type of appointment, tenure, probation requirement, title and grade of post, salary and allowances;
 - indicate the date and place of reporting for duty and the duty station;
 - include a copy of the Staff Regulations and the Staff Rules, a copy of the Introduction to Staff Regulations and Staff Rules for Staff Members of UNAIDS as well as other key policies (including but not limited to the Policy on Preventing and Addressing Abusive Conduct; the policy on the prevention of and response to sexual exploitation and abuse) and state that the offer is subject to the current provisions of the Staff Regulations and the Staff Rules and any subsequent amendments;
 - state the nature of the obligations which attach to employment in an international organization; and
 - include a notice of acceptance and the oath or declaration of office.
37. If the successful candidate does not confirm his/her interest in the position within the deadline or declines the offer, the position may be offered to the next approved candidate(s) in order of recommendation. If all approved candidate(s) decline, the vacancy notice is cancelled and reissued and the recruitment process begins again.

38. After receiving notification of the acceptance of the formal offer of appointment from the successful candidate, HRM (or the hiring manager/Regional HR Business Partner for locally recruited staff in Country Offices/RSTs) informs the unsuccessful candidates in writing of the outcome of the selection process. Candidates who are recommended but not selected will be placed on a roster of prequalified candidates.

Verification of references and qualifications

39. Personal references are subject to verification and certification of satisfactory performance.
40. Educational qualifications are also subject to verification. Higher educational qualifications will only be considered if they were obtained from an institution accredited/recognized in the World Higher Education Database, a list updated by the International Association of Universities (IAU) / United Nations Educational, Scientific and Cultural Organization (UNESCO).
41. References for external candidates are checked and educational qualifications for internal and external candidates are verified via the World Higher Education Database by the recruitment administrator. Reference checks for all positions shall include verification through the ClearCheck database.
42. For internal candidates and candidates from other UN common system organizations, the last two performance evaluation reports should be reviewed to confirm satisfactory performance.
43. Where candidates expressly request that their referees not be approached in advance of an offer of appointment, contact with referees may be postponed until after approval of the selection report. In those situations, the selection report shall reflect the recommendations of the panel as conditional and subject to reference verification and confirmation of satisfactory performance and educational qualifications of the candidate.

Special procedures: Senior / Director level recruitments

44. For senior-level vacancies, customized assessment methods may be used, at the discretion of the hiring manager.
45. In the event that an external recruitment agency is utilized, the recruitment administrator will liaise with the agency, share relevant UNAIDS policies, and ensure that the selection process meets the fundamental requirements of a competitive recruitment process, in the interest of securing the highest standards of efficiency, competence and integrity, with due regard to diversity.
46. Any external specialized recruitment agency shall be bound by UNAIDS recruitment rules, policies and principles. The external agency shall ensure that it maintains appropriate and complete records of the related recruitment process. Such records shall be handed over to UNAIDS without delay as soon as the agency's role in the process concludes.