

## 5.1. Purpose and scope

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1. This Chapter sets forth the provisions governing the recruitment of staff members for posts in the International Professional and higher categories, National Professional category, General Service category, as well as the recruitment of Young Professionals.
2. This Chapter also contains provisions governing transfer and promotion of staff members and geographical mobility of internationally-recruited staff in the Professional and higher categories.
3. Unless otherwise indicated, the provisions of this Chapter cover the recruitment against posts established for one year or more funded by the Regular Budget and Extra-budgetary funds. Provisions specific to the posts in Category I Institutes are covered in [HR Manual Item 5.12](#).
4. The recruitment of individuals holding Project Appointments (PA), temporary appointments (including free-lance interpreters and translators), service contracts (SC), short-term contracts (STC) and individual consultant contracts is subject to separate provisions set out in [HR Manual Chapter 13 Contractual Arrangements](#). Loans and secondments are governed by [HR Manual Item 19.3](#).

See [HR Item 16.12](#) for information on selection and recruitment procedures for staff with disabilities.

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## 5.2. Recruitment: Introduction

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### A. Definitions

1. For the purposes of this Chapter, recruitment is the process of seeking, attracting, selecting and appointing candidates to vacant posts in the Organization in accordance with the Staff Regulations and Rules.
2. For the purposes of this Chapter, appointment is the act by which a person enters into an employment contract with the Organization, according to the Staff Regulations and Rules.
3. For the purpose of this Chapter, equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills).

### B. General principles

4. The Director-General shall appoint the staff of the Secretariat in accordance with Staff Regulations to be approved by the General Conference. Subject to the paramount consideration of securing the highest standards of integrity, efficiency and technical competence, appointment to the staff shall be on as wide a geographic basis as possible ([UNESCO Constitution, Article VI.4](#)).
5. In appointing staff members, the Director-General shall, except in the case of appointments resulting from post reclassifications, use a competitive process in order to secure the highest standards of efficiency, competence and integrity ([Staff Regulation 4.2](#)). Selection of staff members shall be made without distinction as to race, sex or religion. ([Staff Regulation 4.3](#)).
6. Recruitment and appointments shall be made on a competitive basis following the advertisement of the vacant posts for a minimum of one month ([Staff Regulation 4.4](#)).
7. Subject to the provisions of Staff Regulations [4.2](#), [4.3](#) and [4.3.1](#) and without prejudice to the recruitment, at all levels, of fresh talent, staff members (and former staff members with at least one year's service, separated during the previous two years owing to the abolition of posts) shall be given priority of consideration for vacant posts, on the basis of equal competence. ([Staff Regulation 4.4](#)).
8. Next priority, with regard to advertised posts, shall be given, subject to reciprocity, to applicants already in the service of the United Nations and other Specialized Agencies, on the basis of equal competence ([Staff Regulation 4.4](#)).

### Geographical representation

9. UNESCO has a formal geographical distribution mechanism whereby quotas are attributed to Member States. All posts established for one year or more in the International Professional and higher categories financed from the regular budget are considered geographical posts, with the exception of language posts. Posts of Category I Institutes are not considered geographical posts. UNESCO's geographical quota system is described in [HR Appendix 5 A](#) (Methodology for calculation of the geographical quotas).
10. In considering candidates other than staff members on geographical posts, for posts in the International Professional and higher categories, account should be taken of the need to improve geographical representation of the staff and to give due consideration (subject to paragraph 3 above), to candidates from non and under-represented countries.

### Gender balance

11. Without prejudice to the overriding considerations set forth in [Staff Regulation 4.2](#), and without detriment to the principle of geographical distribution within the staff, due consideration shall be paid to gender balance at all levels

of the Organization. To achieve UNESCO's objective of gender parity at all levels, every effort shall be made to ensure that suitable qualified women/men are recruited in those categories where parity has not been achieved.

### **C. Limitations on recruitment/appointment**

#### **Age limit**

12. The minimum age for an initial appointment is 18 years.
13. Candidates aged beyond 60 shall not normally be offered an initial appointment. Any exception to this age limit requires the approval of the Director-General.
14. For Senior Management posts (D-2 and above), the Director-General may approve the hiring of candidates up to 63 years old.

#### **Family relationships**

15. Except when another person equally well qualified cannot be recruited, an appointment shall not be granted to a candidate who is the father, mother, son, daughter, brother or sister of a staff member in UNESCO. Such a candidate, if appointed, shall not be assigned to service in the same Sector, Bureau, Division or Field Office as the person related to him/her ([Staff Rule 104.2 \(a\) \(ii\)](#)).
16. The spouse of a staff member may be appointed provided that he/she is fully qualified for the post for which he or she is being considered and that the spouse is not given any preference by virtue of the relationship to the staff member ([Staff Rule 104.2 \(a\) bis](#)). The spouse of a staff member, if appointed, shall not, however, be assigned in the same Sector or Bureau as the person related to him/her ([Staff Rule 104.2 \(a\) ter \(i\)](#)). The clearance from DIR/HRM shall be obtained in the case of assignment to the same Field Office.
17. A staff member who bears to another staff member a relationship listed in paragraphs 15 and 16 above shall not be assigned to serve in a post which is superior or subordinate in the line of authority to the staff member to whom he or she is related, and/or where there may be a conflict of interest between the two posts.
18. He/she shall also recuse himself or herself from participating in the process of recruitment, reassignment or transfer or in reaching or reviewing an administrative decision affecting the status, entitlements or benefits of the staff member to whom he or she is related.

#### **If two staff members are spouses**

19. When two staff members in the same Division become spouses, one of them shall be transferred to the first suitable vacant post in another Division. The provisions of paragraphs 17 and 18 also apply where two staff members become spouses after their appointment to UNESCO.
20. Two staff members becoming spouses shall not affect the contractual status of either spouse. However, some of their entitlements and benefits shall be modified. For information on the implications of marriage for entitlements and benefits, see [HR Manual Chapter 4 Salaries and allowances](#) and [HR Manual Chapter 6 Leave](#). The same provisions shall apply in the case of a staff member whose spouse is a staff member of another UN Common System Organization.

#### **Nationality (Candidates who are not nationals of a Member State)**

21. Except when another person equally qualified cannot be recruited, an appointment shall not be granted to a candidate who is not a citizen of a Member State ([Staff Rule 104.2 \(a\) \(i\)](#)). In such case, the Sector ADG/Director of Bureau/Office/Head of Field Office concerned shall ensure that all possibilities of finding a suitable candidate from a Member State have been fully explored. DIR/HRM shall advise the Director-General accordingly.

#### **Representatives or alternates of Member States on the Executive Board**

22. The Director-General shall take the necessary steps to ensure that the Secretariat of the Organization does not enter into contractual relationships with persons who have served as representatives or alternates of Member States on the Executive Board until 18 months have elapsed from the date of cessation of their representational functions ([Staff Regulation 4.5.2](#)).

#### **External auditors**

23. The External Auditor and members of his or her staff who have participated in the audit of the Organization may not

be recruited by the Organization during the two financial periods (e.g. two biennia) following completion of their mandate ([Rules of procedure of the General Conference, Rule 108 d](#)).

### Members of the Oversight Advisory Committee

24. Members of the Oversight Advisory Committee are not eligible for appointment in the Organization for five years following the expiry of their term ([35 C/Resolution Statutes and Terms of Reference for the UNESCO Oversight Advisory Committee](#)).

### Other officials with oversight responsibilities

25. Members of ACABQ, ICSC and JIU, or other similar bodies within the United Nations System, who have had oversight responsibilities over UNESCO may not be employed by the Organization (including as a consultant) during their service and within four years of ceasing that service.

### Loaned or Seconded personnel

26. Loaned or Seconded personnel may not be employed by UNESCO for a period of 6 months following the end of the loan/secondment (see [HR Manual Item 19.3](#) on Loans and Secondments).



## D. Medical clearance

[Staff Regulation 4.6](#) and [Staff Rule 104.9 / HR Manual Item 13.12](#)

27. All appointments shall be conditional upon certification by the Chief Medical Officer of the Organization that the candidate meets the medical standards currently in force.
28. Medical clearance is a prerequisite for initial appointment in UNESCO. Medical clearance is determined with reference to the medical status and occupation of the staff members, as well as to the general conditions at the duty station at which they should serve.
29. The purpose of medical clearance of candidates selected for initial appointment is to ensure, as far as possible, that their medical status meets the standards of physical and mental fitness in force for employment in the respective work environment. In addition, medical clearance is required for affiliation to the [UN Joint Staff Pension Fund \(UNJSPF\)](#).
30. All candidates selected for initial appointment shall be required to undergo such medical examinations and tests as may be prescribed, and to furnish such medical certificates, documents and data as the Chief Medical Officer of the Organization may require.
31. For the purpose of medical clearance, the medical examination is carried out by a medical officer of the UN system or a designated UN examining physician (contact names may be obtained from the relevant UNESCO Field Office, the UN/UNDP Country Office or from HRM/Benefits). If such a medical officer is not available in the country where the candidate is recruited, the medical examination should be carried out by a qualified medical physician in the country. The results of the medical examination, including prescribed tests, are reported on the Entry Medical Examination form and submitted to the Chief Medical Officer of the Organization.
32. The medical clearance of all candidates selected for employment shall be based on the results of such entry medical examination and shall be granted only by the Chief Medical Officer of the Organization.
33. When appointed to a post in another duty station, staff members already in service of the Organization, shall be required to undergo such medical examinations as may be prescribed by the Chief Medical Officer of the Organization. The purpose of medical clearance of staff members subsequent to initial appointment is to ensure that they continue to meet the applicable standards of fitness so as to enable them to perform the functions assigned when they are appointed to another duty station.

## E. Obligation of confidentiality in the recruitment process

34. Supervisors of posts, staff participating in the preselection, Chairpersons and members of Interview Panels, as well as of the Appointment Review Boards (ARB), are accountable for ensuring the strict confidentiality of the information to which they have access during the whole recruitment process.
35. Supervisors and Chairperson(s) of the Interview Panel are responsible to ensure that staff participating in the preselection and members of the Interview Panels sign Statements of Confidentiality ([Form 5-6](#)) at the beginning of the process and enclose them in the recommendation submitted to HRM. HRM ensures that Chairs and members

of the ARB (Appointment Review Boards) sign Statements of Confidentiality at the beginning of their mandate.

## F. Conflicts of interest in the recruitment process

36. Staff members involved in the different stages of recruitment process must consider, prior to involvement in the process, whether there is – *or may be* – a conflict of interest. Conflicts of interest may arise when, by act or omission, a staff member's personal interests interfere – or may be perceived to interfere – with the performance of his/her official duties or call into question the qualities of integrity, independence and impartiality required of an international civil servant<sup>[1]</sup>. (For further information see [HR Appendix 5 B Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)).
37. Should there be an actual, perceived or potential conflict of interest, appropriate action shall be taken according to the Guidance Note.

## G. Information required from staff members on appointment

### Declarations by staff members

38. [Staff Rule 104.5](#) of the Staff Regulations and Rules stipulates that staff members shall supply whatever information may be required for the purpose of determining their status under the Staff Regulations and Rules or completing administrative arrangements in connection with their appointments.
39. On appointment, staff members record on various forms which they sign, information concerning their civil status, their school and university education and their professional background, and information to permit the establishment of their recognized home. They certify that the information provided is true, complete, and accurate and submit relevant supporting documents.
40. Staff members are required to report promptly, in writing, any subsequent changes affecting their status under the Staff Regulations and Rules.

### Criteria and conditions for rectification

41. As these declarations are made by staff members on their own responsibility and with full knowledge of the facts, the Organization is legally entitled to base itself on the information supplied. Rectifications may exceptionally be accepted at the discretion of the Director-General, under the following conditions.
42. A request for change of date of birth may be considered subject to the following requirements:
  - (a) At the time of submission of the request, the staff member must be less than 50 years old, according to the original date of birth given.
  - (b) The request must be submitted (i) within two years of the date of commencement of service in the Organization and (ii) within six months of the discovery by the staff member of the error, provided the staff member shows conclusively that exceptional circumstances precluded his or her discovery of the error earlier.
43. A request for rectification of personal data other than date of birth provided at the time of appointment may be considered, subject to the following requirements:
  - (a) The request must be submitted (i) within two years of the date of commencement of service in the Organization and (ii) within six months of the discovery by the staff member of the error, provided the staff member shows conclusively that exceptional circumstances precluded his or her discovery of the error earlier.
  - (b) In the case of information provided after the appointment, the two-year period mentioned in paragraph (a) above shall be counted from the date on which the information was provided.
44. This provision is without prejudice to the obligation of a staff member to immediately bring to the attention of HRM all personal data provided by him or her which is subsequently discovered to be erroneous, notwithstanding any payments that he or she has received or is receiving from the Organization, based on the information provided.
45. For the request for rectification to be accepted, the error concerning previous declarations must be substantiated conclusively and the request must be accompanied by evidence of the authenticity and accuracy of the newly submitted documents.
46. Any entitlement to an allowance, grant or other payment which may result from the acceptance of the request for

rectification of personal data shall be subject, as appropriate, to [Staff Rule 103.7 \(d\)](#) concerning eligibility for allowances and [Staff Rule 103.24](#) on recovery of payments made in error.

47. Any misrepresentation of facts may lead to disciplinary measures.

### Nationality on appointment

Staff Rules [103.8](#) and [104.5](#)

48. In the application of the Staff Regulations and Rules, not more than one nationality shall be recognized for each staff member. If the staff member is recognized as a national by more than one State, such nationality shall be the nationality of the State with which the staff member is most closely associated. The determination of nationality shall be made by HRM/Benefits upon initial appointment on the basis of official documentation submitted by the staff member.
49. Candidates (other than staff members) invited for an interview, shall be required to provide evidence (i.e. a copy of valid passport(s)) in support of the determination of their nationality status. Although only one nationality shall be recognized, all other nationalities held by the staff member shall, after verification, be recorded in the staff member's personnel file by HRM/Benefits.

### Change of nationality

50. Once initially determined, the nationality of a staff member shall not normally change for the purposes of application of the Staff Regulations and Rules, except where the staff member acquires a new nationality and has to renounce the nationality under which he/she was recruited in UNESCO. Staff members must notify HRM/Benefits, promptly and in writing, of any subsequent change in this matter.
51. In the case where a staff member is a national of more than one State upon appointment or becomes a national of more than one State in the course of his/her career in UNESCO, he/she may be granted a change of nationality for the purposes of the Staff Regulations and Staff Rules, once in his/her career, upon decision of DIR/HRM. Such decision shall be based on a determination that the staff member is more closely associated with the State under the nationality of which he/she wishes to be recognized by the Organization than with the State under the nationality of which he/she was recognized upon initial appointment. In addition to evidence of nationality, the staff member shall be responsible for providing information and documentation which may be required to this effect, such as real estate ownership, employment record, residence of family members.

## H. Recruitment planning

52. At the beginning of each biennium, HRM conducts a planning exercise with each Sector/Bureau/Office in order to:
- Assess the staffing needs for the following two years.
  - Identify posts to be filled over this period with an indication of their expected vacancy date.
  - Jointly schedule the recruitment for these posts.

An annual revision is conducted at the beginning of the second year of the biennium.

53. Posts whose incumbents are reaching the mandatory age of retirement shall be advertised - in principle - no later than nine months prior to the expected date of mandatory separation of the incumbent.

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[1] [Standards of Conduct for the International Civil Service \(2014\)](#)



## Procedures

### Staff Regulations

- [Staff Regulation 1.2](#)
- [Staff Regulation 4.1, 4.1.1](#)
- [Staff Regulation 4.2, 4.2.1](#)
- [Staff Regulation 4.3, 4.3.1](#)
- [Staff Regulation 4.4](#)
- [Staff Regulation 4.6](#)
- [Staff Regulation 9.5](#)
- [Staff Regulation 4.5, 4.5.1, 4.5.2, 4.5.3](#)

### Staff Rules

- [Staff Rule 103.8 - Nationality, recognized home](#)

2. [Staff Rule 104.1 bis - Appointment Review Board](#)
3. [Staff Rule 104.2 - Limitations on employment](#)
4. [Staff Rule 104.2 bis - Eligibility requirements for recruitment](#)
5. [Staff Rule 104.5 - Information required of staff members](#)
6. [Staff Rule 104.9 - Medical examinations](#)

**Circulars****Key Documents**

1. [UNESCO Constitution](#)
2. [Standards of Conduct for the International Civil Service - 2014](#)
3. [UNESCO Competency Framework](#)

**Forms**

1. [Form HR 5-6 Statement of Confidentiality \(ARB\)](#)

**Links****Appendices**

1. [HR Appendix 5 A - Methodology of calculation of the geographical quotas](#)
2. [HR Appendix 5-B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)

## 5.3. Recruitment for International Professional posts and above

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- A. [Standard recruitment requirements for international Professional and Director and above posts](#)
- B. [Vacancy notice preparation \(HR Procedure 5.2\)](#)
- C. [Advertisement](#)
- D. [Application and registration](#)
- E. [Pre-selection and evaluation of candidates for International Professional posts \(P-1 to P-5\)](#)
- F. [Pre-selection and evaluation of candidates for Director and above posts at Headquarters and for Director/Head of Field/Liaison Office and Category 1 Institute and Centre posts](#)
- G. [Decision of appointment](#)
- H. [Letter of appointment](#)
- I. [Grade and step on appointment](#)
- J. [Medical clearance](#)
- K. [Security clearance](#)

### **A. Standard recruitment requirements for International Professional and Director and above posts**

1. UNESCO applies the following standard recruitment requirements, as a general rule, for minimum educational requirements combined with a minimum number of years of relevant work experience. Although the qualifications required for each post are specified in the individual vacancy notices, the standard recruitment requirements for International Professional and Director and above posts are as illustrated in the HR Table 5-2 below:

**HR Table 5-2: Standard recruitment requirements for International Professional and Director and above posts**

Grade	Minimum number of years of relevant professional experience	Education
P-1	Less than 2 years	Advanced university degree (Masters or equivalent) in the relevant field.
P-2	Minimum 2 years, of which preferably 1 year acquired at international level	
P-3	Minimum 4 years, of which preferably 2 years acquired at international level	
P-4	Minimum 7 years of progressively responsible relevant professional experience, of which preferably 3 years acquired at international level	
P-5	Minimum 10 years of progressively responsible relevant professional experience, of which preferably 5 years acquired at international level	
D-1 and above	Minimum 15 years of progressively responsible relevant professional experience, of which preferably 7 years acquired at international level	

### **Education**

2. Candidates for posts in the International Professional and Director and above categories should possess a completed, advanced university degree: Masters or equivalent, e.g. from four to six years of higher education studies sanctioned by a degree inclusive of professional certifications (such as Chartered Public Accountant (CPA) and military/police rank equivalents) in a field of study as reflected in the vacancy notice.

3. On proposal of an ADG/Director of Bureau, a Doctorate degree may be required for specific positions and on a case by case basis only. Such a requirement is approved by Director HRM. In the case of Director level and above posts, Director HRM shall request the approval of the Director-General.

4. In some specific occupational groups, the requirement of an advanced university degree may be replaced by a combination of relevant qualifications/certification and professional experience. When a supervisor determines that this is the case, he/she should consult HRM when establishing the vacancy notice.

### **Work experience**

5. The nature of the required work experience should be relevant to the functions of the post, as reflected in the

vacancy notice.

6. Work experience is measured taking into account the following:
  - (a) Length of work experience: Relevant professional experience is taken into account after the first university degree. Internships may be counted if the professional experience acquired is relevant to the requirements of the post in question. Work experience may be acquired on a full-time or part-time basis. Experience acquired on a part-time basis should be credited proportionally to the time worked.
  - (b) Relevance of work experience: Work experience will only be significant if the experience acquired is relevant to the functions of the post. To be relevant, the work experience should have contributed to the development of the candidate's professional competencies and skills, and should have prepared the candidate to perform the functions of the vacant post. In addition, part of the work experience should be preferably acquired in an international environment.
  - (c) Actual performance and achievements, and type of work experience should be closely considered with due regard being given to the level/scope of responsibility, supervisory/managerial experience, performance assessments and tangible results achieved. Reference checks may help to verify the actual performance and quality of the experience of candidates.

### **Competencies**

7. Core values, core competencies and managerial competencies (for P-4 and above posts) defined by the [UNESCO Competency Framework](#), and which are required from UNESCO staff, will be indicated in the vacancy notice. If one or more managerial competencies are required for posts at P-3 level or below, they will be indicated in the vacancy notice.

### **Job-related skills**

8. Job-related skills required for a post are indicated in the vacancy notice. The level of skills required should be commensurate with the functions of the post. Job-related skills represent abilities to perform well the required activity or task showing the necessary knowledge and/or training. Examples of job-required skills include, but are not limited to, drafting, client-orientation, and technical skills.

### **Language skills**

[Staff Rule 104.2 bis; Rules of Procedure of the General Conference, Rule 50, Languages of the Organization; AM Item 1.9.](#)

9. English and French are the working languages of the Secretariat.
10. Candidates for International Professional and above posts shall demonstrate an excellent knowledge of at least one working language of the Secretariat (English or French). A good knowledge of the other working language is an asset, and in some specific cases, shall be required. Knowledge of the other UNESCO official languages – Arabic, Chinese, Russian and Spanish - is an asset, and in some specific cases, may be required.

### **B. Vacancy notice preparation (HR Procedure 5.2)**

11. Vacancy notices are prepared by the supervisor of the post and cleared by the Director of Bureau/Division/Office (or his/her delegated authority). Vacancy notices should include an overview of the main responsibilities and functions of the post based on the job description, and establish the essential and desirable recruitment requirements for the post (For the preparation of vacancy notices, see [HR Procedure 5.2](#)).
12. HRM reviews the vacancy notice and prepares a set of questions based on the requirements of the post for the pre-screening. Prior to the issuance of the vacancy notice, HRM obtains from the supervisor or appropriate authority, the final clearance on the vacancy notice and the questionnaire.
13. The essential recruitment requirements for a post cannot be changed during the recruitment process. Once a vacancy has been published, it must be re-advertised if changes are made to the essential recruitment requirements.

### **Generic vacancy notices and recruitment rosters ([HR Appendix 5-C](#))**

14. Generic vacancy notices may be advertised for the purpose of creating and maintaining rosters of qualified candidates who may eventually fill future vacancies associated with the roster(s) on which they are included. Generic vacancy notices shall contain a clause making reference to the generic nature or roster purpose of the vacancy notice. Generic vacancy notices are based on generic job descriptions.
15. Rosters will include candidates pre-selected against the requirements of the generic vacancy notice. Rostered candidates will be invited to apply to associated specific vacancy notices when advertised. Candidates who have been shortlisted for a specific post, but not appointed, may also be invited by HRM to confirm their interest in being included in an associated roster. Further information on the establishment and use of Rosters is contained in the [HR Appendix 5-C](#).
16. The standard evaluation process (interviews and review by the Appointment Review Board, where applicable) applies to rostered candidates.

### **C. Advertisement**

17. International Professional and Director and above posts are advertised for one month. This period may be longer as determined by Director HRM (or his/her delegated authority)

18. Vacancy notices are published by HRM on the UNESCO Careers site in the language originally provided. If necessary, the Sector/Bureau/Office/Category 1 Institute advertises the vacancy notices in other appropriate media. They should also undertake the necessary outreach efforts to attract qualified candidates taking into account the need to ensure geographical and gender diversity. HRM may recommend to the Sector/Bureau/Office/Category 1 Institute appropriate outreach mechanisms to be used for such advertisements.

19. HRM ensures that Circular letters with vacancy notices for Director/Head of Field/Liaison Office/Category 1 Institute posts, and for Director and above posts are prepared in the two working languages of the Secretariat and sent to National Commissions of Member States.

### **D. Application and registration**

20. All candidates are required to apply online for vacancies via the UNESCO Careers site in accordance with the instructions set out in the vacancy notice and in the online application guide. Applications which are submitted via other channels, including by paper and standard mail, will not be accepted as valid submissions.

21. Applications received after the closing date set in the vacancy notice shall not be accepted.

### **E. Pre-selection and evaluation of candidates for International Professional posts (P-1 to P-5)**

#### **Pre-screening**

22. After the closure of the advertisement, HRM pre-screens the applications to posts, through the online recruitment tool. The pre-screening is done on the basis of the information provided by candidates in response to mandatory questions included in the online application form. The questions relate to the requirements for the post such as education, work experience, job-related skills and language requirements, as agreed upon by the supervisor of the post or his/her designate.

23. Once the pre-screening is completed, HRM provides access to the supervisor to the list of pre-screened candidates and their CVs, via the on-line tool.

#### **Pre-selection**

24. The purpose of the pre-selection is to review the pre-screened applications against the requirements for the post and establish a list of candidates retained for interview.

25. HRM conducts the pre-selection with the supervisor of the post or his/her designate(s). In the case of AO posts, a representative of ADM in the International Professional category also participates in the pre-selection.

26. HRM, the supervisor of the post and, in the case of AO posts, the representative from ADM shall:

(a) Review the pre-screened candidates against the requirements of the post as set out in the vacancy notice.

(b) Establish a list of candidates retained for interview(s).

(c) HRM shall ensure that qualified internal candidates are given due consideration in the preselection process. As a general rule, any internal candidate, who meets all the essential recruitment requirements of the post, should be considered for an interview. Internal candidates are staff members previously appointed on a fixed-term appointment of one year or more except Junior Professional Officers, Project Appointment staff and staff on secondment.

(d) HRM shall also ensure that, at equal competence, due consideration is given to geographical representation and gender balance. In the pre-selection of external candidates, at least one candidate from a non- or under-represented country should be preselected, to the extent possible; at least one candidate from the under-represented gender should be pre-selected, to the extent possible. For P-5 posts and above, at least one woman candidate should be pre-selected, to the extent possible.

27. HRM ensures that candidates retained for interview do not fall under instance of limitation to recruitment (such as family relationships, age, status etc.) as listed in [HR Item 5.2.C](#).

28. The supervisor of the post ensures that he/she and the other staff members conducting the pre-selection sign a [Statement of Confidentiality \(HR Form 5-7\)](#) at the beginning of the process.

#### **Tests and Preliminary Interviews**

29. Assessment exercises such as written tests, content tests and other test formats, are strongly recommended during the recruitment process to evaluate the candidates' knowledge, skills, abilities and competencies in order to determine their suitability for the post. In such cases, vacancy notices should include a notice on their use during the recruitment

process.

30. The supervisor of the post prepares and conducts the tests. For AO posts, tests are conducted with ADM. HRM may, on request, assist the supervisor of the post with the preparation and conduct of the tests. Guidance is set out in [Appendix 5-E \(Guidance Note on Organizing and Conducting Tests/Assessment Exercises\)](#).

31. Prior to the administration of the tests, the supervisor shall determine whether the results of the tests are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the tests shall not be invited to the interview. The supervisor prepares a summary of the tests results, which he/she communicates to HRM.

32. If necessary, the supervisor conducts preliminary interview(s) by tele/videoconference or via relevant e-tool(s) to assess a candidate's motivation, communication, language and other related skills. HRM may on request, assist the supervisor of the post with the preparation and conduct of the preliminary interviews. Prior to the conduct of the preliminary interview, the supervisor shall determine whether the results are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the preliminary interview shall not be retained for further evaluation. The supervisor prepares a summary of the results of the preliminary interviews, which he/she communicates to HRM.

33. A combination of tests and preliminary interviews may be used. The supervisor will determine whether the tests and/or the preliminary interviews are eliminatory, and inform candidates accordingly.

34. The supervisor of the post completes the evaluation in the online recruitment tool for each staff member candidate who is not retained for interview.

### Interviews and Evaluation

35. The Interview Panel evaluates the suitability of pre-selected candidates for the post in terms of knowledge, skills and competencies, and establishes a short list of candidates recommended for appointment in order of merit.

### Composition of the Interview Panel

36. The Sector ADG/Director of Bureau/Office sets up an Interview Panel to interview the pre-selected candidates. The Director/Head of Field/Liaison Office/Category 1 Institute (or his/her designate) sets up the interview panel for field posts. The Interview Panel should be gender-balanced, to the extent possible, and established on as wide a geographical representation as possible.

37. The Interview Panel is chaired by the immediate supervisor of the post and includes at least two staff members at the same or at a higher grade level than the post under recruitment. One of the two members of the Panel should be from another Sector/Bureau/Office. The Panel includes a HRM representative for P-1 to P-4 posts to the extent possible. A HRM representative in the International Professional Category must participate in the Interview Panel for P-5 posts.

38. For AO posts, the Interview Panel is set up and chaired by the immediate supervisor of the post and include a representative from ADM in the International Professional Category and a representative of HRM. For AO posts in the field, the Head of Field/Liaison Office chairs the Panel which is set up by ADM

39. For field posts, the Director/Head of Field/Liaison Office/Category 1 Institute chairs the Interview Panel.

40. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.

41. The composition of Interview Panels is as indicated in HR Table 5-3 below:

**HR Table 5-3: Composition of Interview Panel for P-1 to P-5 posts**

Post	Chair	Members
Professional posts (excluding AO posts)	Immediate Supervisor of the post (for posts at HQ)	<ul style="list-style-type: none"> <li>· One staff member (P or above) at the same or higher grade than the post in question.</li> <li>· One staff member (P or above) from another Sector/Bureau/Office, at the same or higher grade than the post in question.</li> <li>· A HRM representative : For P-5 and above posts, the participation of a HRM representative at P or above is mandatory; for P-1 to P-4 posts a HRM representative should attend to the extent possible.</li> </ul>
	Or	
	Director/Head of Field/Liaison Office/Category I Institute (for posts in the Field)	
AO posts	Immediate Supervisor of the post (for posts at HQ)	<ul style="list-style-type: none"> <li>· Representatives from ADM (P or above) and HRM.</li> </ul>

or  
Director/Head of Field/Liaison  
Office/Category I Institute (for posts in  
the Field)

42. When necessary, the Interview Panel may include an expert, external to the Organization, to bring technical/specific expertise to the evaluation of candidates on a consultative basis. Staff members from other UN Agencies or International Organizations may also participate in the Interview Panel, if required.

### **Preparation of the Interview**

43. When invited for interviews, staff members and candidates from UN Agencies or other International Organizations are asked to submit their performance report(s) covering the last two years.

44. Non staff member candidates are asked to submit a copy of their diploma(s)/certificate(s), with a translation in French or English where necessary, and valid passport. Staff member candidates shall submit a copy of diplomas/certificates obtained after their entry on duty.

45. HRM will provide the Chair of the Panel with an updated status of the Geographical Distribution and the Gender Parity (vis à vis targets) within the Sector/Bureau/Office of the post concerned, as well as information on the status concerning the Standard Duration of Assignment in the case of International Professional staff.

46. The Chair ensures that he/she and the members of the Interview Panel sign a [Statement of Confidentiality \(HR Form 5-7\)](#) at the beginning of the process.

### **Mandate of the Interview Panel**

47. The Interview Panel shall:

- (a) Interview the pre-selected candidates to evaluate their knowledge, competencies and skills.
- (b) Evaluate interviewed candidates against the recruitment requirements of the post, as set out in the vacancy notice, taking into account all relevant factors, which may include the performance appraisal report(s) of the candidates, results of tests/assessment exercises, if applicable, etc.
- (c) Establish a short-list of candidates recommended for appointment in order of merit. Only candidates who meet all the essential recruitment requirements as set out in the vacancy notice shall be recommended for appointment.

### **Interviews**

48. During the interview, the Interview Panel seeks to evaluate the candidate's knowledge, competencies and skills with a view to determining whether the individual's qualifications and personal qualities match the requirements of the post. The interview also allows candidates to obtain important information about the duties and responsibilities of the post and the conditions of service.

49. The Interview Panel conducts interviews according to interview guidelines, including the [UNESCO Competency-Based Framework](#).

50. Where deemed necessary, further interviews with one or several candidates may be conducted by the Panel.

51. The interview is an essential part of a candidate's overall evaluation, however, it should not take primacy over the other elements of the evaluation process and it should be given due consideration in the overall determination of a candidate's suitability for the post.

52. If invited to a face-to-face interview, travel expenses may be reimbursed to the candidate(s), subject to availability of funds, checked in advance with the AO of the Sector/Bureau concerned at Headquarters.

### **Assessment Centres**

53. Assessment centres may be used for Professional posts and above. An assessment centre may refer to a combination of techniques which are used to assess the aptitude and suitability of candidates for the advertised job and they may include job-related simulations and psychological tests which give further insight into the behavioural tendencies of candidates.

54. The use of Assessment Centres/psychometric tests is approved by Director HRM or his/her designated representative. The Assessment Centre/psychometric tests are usually conducted after the interviews. The results which are used as complementary information only, are submitted, together with the appointment recommendation, to the Sector ADG/Director of Category 1 Institute for final decision (for P-1 to P-4 posts), and (for P-5 posts) to the Director-General for his/her final decision.

### **Evaluation of the candidates**

55. The criteria against which the candidates are evaluated shall be consistent with the vacancy notice (i.e. education, work experience, competencies, job-related skills, and language requirements). Candidates for positions at P-4 and above shall also be evaluated against the managerial competencies required for the functions.
56. Priority consideration shall be given to qualified internal candidates, on the basis of equal competence. Equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills) (see [HR Manual Item 5.2 A and B](#)).
57. In evaluating the candidates, the Interview Panel shall take into account.
- (a) The performance assessment reports of each candidate over the preceding two years if available;
  - (b) Geographical mobility: at equal competence, priority consideration should be given to candidates who are due to move to another duty station;
  - (c) Prior field assignments: in the case of promotions to the P-4 level and above, a staff member on a post subject to geographical mobility will be required to have completed at least one geographical assignment for a minimum duration equal to the applicable time-in-post<sup>[1]</sup>.  
  
Such requirement may be lifted, on an exceptional basis, upon decision by ADG/ADM, when only internal candidates who have not completed a geographical assignment are recommended for a P-4 level post and above, and when no suitable internal candidate with a geographical assignment has applied.
  - (d) Prior merit promotion: at equal competence, priority consideration should be given to staff previously promoted on merit who are now applying to a post at their personal grade.
58. In addition, should the Interview Panel recommend a staff member candidate for a post at a higher grade (promotion), the Panel ensures that relevant promotion criteria are taken into account:
- (a) Performance: the staff member has demonstrated, at a minimum, a consistently satisfactory level of performance (as attested by his/her performance report);
  - (b) Prior successful field service (see paragraph 57 (c) above);
  - (c) In the case of promotion from the General Service to the Professional category, the staff member has demonstrated the ability to exercise functions at the Professional level;
  - (d) Additional tasks or achievements performed by the staff member, as evidenced by appropriate documentation shall also be taken into account.

### **Former staff members and candidates from UN Agencies**

59. Priority consideration shall also be given, on the basis of equal competence, to:
- (a) Former staff members with at least one year's service, who were separated during the previous two years because of the abolition of posts.
  - (b) Staff members already in the service of the United Nations or other Specialized Agencies, subject to reciprocity for the recruitment of UNESCO staff members as it might be provided by the Staff Regulations and Rules of their respective Agency.



### **Geographical Representation**

60. In considering those candidates other than staff members appointed to geographical posts, the Interview Panel must take into account the need to improve the geographical representation.
61. When recommending candidates other than staff members appointed to geographical posts, the short-list shall include, to the extent possible, at least one qualified candidate from a non- or under-represented Member State. The Interview Panel shall clearly indicate the reasons for not recommending candidates from non- or under-represented countries retained after the pre-selection, or for recommending candidates from over-represented countries.

### **Gender Parity**

62. In considering candidates who are not staff members, the Interview Panel should take into account the need to achieve gender parity at all levels, including at senior level. Short-lists shall include, to the extent possible, a least one qualified candidate from the under-represented gender. For P-5 posts and above, the short-list shall include, to the extent possible, at least one qualified woman, in order to achieve gender parity.

### **Reference Checks**

63. The supervisor of the post ensures that at least two reference checks for each candidate who is not a staff member are obtained, using the standard format ([HR Form 5-8](#)) for reference checks.

64. HRM conducts additional reference checks (such as with former employers) and background checks (such as educational qualifications etc.) as required ([HR Appendix 5D, Guidelines on Reference Checks](#)).

### **Recommendation for Appointment**

65. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.

66. In the case that the Interview Panel has not identified at least two qualified candidates who can be recommended for appointment, it shall clearly indicate the reasons thereof in its recommendation. The Director-General (for P-5 posts and P-1 to P-4 posts in Bureaux/Offices/Entities with the reporting line to the Director-General) or the Sector ADG/Director of Category 1 Institute (for P-1 to P-4 posts) or DIR/CAB (for P-1 to P-4 posts in CPE) may decide that the post be re-advertised to ensure a wider pool of qualified candidates.

67. The Chair of the Interview Panel prepares the recommendation of the Panel which includes:

- (a) The short-list of recommended candidates for appointment in order of merit;
- (b) An evaluation of each candidate interviewed;
- (c) An evaluation of each staff member candidate not interviewed;
- (d) For each recommended candidate:
  - i) Copy of the CV
  - ii) Copies of performance evaluation reports covering the last two years, where available. This also applies to candidates from UN Agencies or other International Organizations
  - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required

68. The Chair of the Interview Panel ensures that the recommendation is shared with members of the Panel for their comments.

69. The Chair of the Interview Panel submits the recommendation to the Sector ADG concerned for approval. For AO posts in the field, ADG/ADM approves and signs the recommendation. Upon approval, the Sector ADG/Director of Category 1 Institute submits the recommendation with the documents listed in paragraph 67 to the Chairperson of the Appointment Review Board (ARB), via HRM.

70. In addition to the documents listed under paragraph 67, the following documents are submitted to HRM:

- a) The Statement of Confidentiality signed by each staff member participating in the pre-selection and in the Interview Panels ([HR Form 5-7](#));
- b) Copies of diploma(s)/certificate(s) and their translation in English or French;
- c) A copy of a valid passport confirming the primary nationality.

### **Review of recommendations for appointment by HRM**

71. HRM reviews all recommendations for appointment for International Professional posts prior to their submission to the Appointment Review Board (ARB), to ensure that:

- (a) The recommendation is complete.
- (b) The selection procedures and criteria have been complied with, the recommendation is consistent with the recruitment requirements set out in the vacancy notice and that performance reports have been taken into account.
- (c) The recommendation has duly taken into account the need to give priority consideration to qualified internal candidates, candidates from non- and under-represented member states, and candidates of under-represented gender.

72. Where applicable, HRM verifies the reference checks and the diploma(s)/certificate(s), including those obtained by staff members after their entry on duty.

73. HRM advises Sectors/Bureaux/Offices/Category 1 Institutes on all matters related to the recruitment process. If the selection procedures and criteria have not been observed or the recommendation is not fully documented, HRM may request a review by the Sector/Bureau/Office/Category 1 Institute concerned and a re-submission of the recommendation. If HRM is not satisfied that priority consideration has been given to qualified internal candidates, candidates from non- and under-represented Member States, and candidates of under-represented gender, HRM shall request the

Sector/Bureau/Office/Category 1 Institute to review the recommendation.

### Online review by the Appointment Review Board (ARB)

74. HRM coordinates the online ARB consultations, and submits online the documentation to the ARB members for consideration.

75. The ARB advises the ADGs/Directors of Category 1 Institutes on the appointment (one year or longer) of fixed-term staff on posts up to and including P-4. The ARB advises the Director-General on the appointment (one year or longer) of all fixed-term staff on posts at P-5 level. The ARB is not consulted on Director and above posts at Headquarters and Director/Head of Liaison/Field Office/Category 1 Institute posts (P-5 and Director level). The role of the ARB is of an exclusively advisory nature ([Staff Rule 104.1 bis](#)).

76. In its review, the ARB shall ensure that the recruitment process complies with the [Staff Regulations and Rules](#), and with existing policies and procedures in the Organization.

### Composition of the Appointment Review Board (ARB)

77. The Appointment Review Board shall consist of a Chairperson and four members, two from the list of staff members appointed by the Director-General and two from the list of staff members appointed by the Staff Associations.

78. The non-voting Chairperson shall direct the online discussions and draft the recommendation. He/she shall be chosen for each session by HRM from a panel of 20 to 30 staff members who are appointed by the Director-General after consultation with Staff Associations and are considered to be representative. The term of office of the staff members appointed by the Director-General to chair the Appointment Review Board is two years. They shall not serve more than two successive terms of office. The Chairperson's grade must at least be equal to that of the post to be considered by the Board.

79. For each Appointment Review Board, HRM chooses four members from a list of 60 staff members at Headquarters and in the field. This list shall consist of 30 staff members appointed by the Director-General and of 30 staff members appointed by the Staff Associations. Two thirds of the staff members shall consist of International Professional category staff at Headquarters and in the field and one third shall consist of General Service category staff at Headquarters. On each list (appointed members by the Director-General and by the Staff Associations), no more than five members in each category may hold the same nationality.

80. The members of the Board appointed by the Director-General and by the Staff Associations shall serve a two-year term of office, renewable at the most for a four-year term of office. The list of members appointed by the Director-General and by the Staff Associations shall be renewed if at least 30% of the staff members on either list are no longer in a position to serve their term of office. Staff designated by the Associations may also be replaced, at the request of the Chair of the Associations, if they are no longer members of the Associations. All members shall remain in office until their successors have been appointed.

81. Lists of the Appointment Review Board's Chairpersons and members are published via an Information Circular. ARB Chairpersons and members shall sign a Statement of Confidentiality upon designation ([HR Form 5-6](#)).

#### HR Table 5-4: Procedure for ARB consultations

- HRM organizes ARB consultations. Consultations between the ARB Chairperson and members are conducted via online means including, but not limited to, e-mail, Skype and videoconferencing.
- HRM organizes the ARB consultations as soon as possible after receipt of the complete recommendation file, and to the extent possible within 10 calendar days of such receipt.
- For each consultation, HRM selects the Chairperson and the four members, taking into account the category (International Professional or General Service) of the post under review, as well as the following requirements: ARBs shall not include any staff member from the Sector/Bureau/Office, Field/Liaison Office/Category 1 Institute of the staff member or post under consideration, nor shall it select, as far as possible, more than one member of the same nationality.
- The Chairperson's grade must be equal to, or higher than, that of the post to be considered.
- ARB members should be in the same category as the post(s) under review. One of the ARB member may be a staff member from the other category.
- ARBs shall not include any member involved in the pre-selection and/or from the Interview Panel having considered the post(s) submitted to it.
- Members who might have any conflict of interest or potential conflict of interest should disclose it in writing to HRM who will decide on the course of action (See [Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)).
- Documents relating to the cases under consideration shall be made available to ARB members online.

- HRM will provide its assistance and administrative support to the ARB.
- The ARB has 7 calendar days, to the extent possible, to review and endorse the recommendation submitted. It may request additional clarifications from a representative of the Sector/Bureau/Office/Category 1 Institute concerned.
- The ARB recommendations are normally reached by consensus. The ARB recommendation, including dissenting opinions, if any, is prepared by the Chairperson. The recommendation is electronically endorsed by all ARB members.
- The ARB recommendation is submitted via Director HRM, to the ADG/Director of Category 1 Institute (for P-1 to P-4 posts), to DIR/CAB (for P-1 to P-4 posts in CPE) or to the Director-General (for P-5 posts and P-1 to P-4 posts in Bureaux/Offices/Entities with a reporting line to the Director-General).
- The exchanges of the ARB are strictly confidential. Any breach of confidentiality shall be treated as misconduct under the provisions of the [Human Resources Manual \(Chapter 11\)](#) and may lead to disciplinary action. In this regard, all ARB members shall sign a Statement of Confidentiality ([HR Form 5-6](#)) at the beginning of their tenure.
- Participation in an ARB shall be regarded as official duty for those concerned. The supervisors shall ensure that ARB members are given the necessary latitude for their participation.

82. Director HRM reviews carefully the recommendation. If he/she is not satisfied that priority has been duly given to qualified internal candidates, candidates from non- and under-represented member states, and candidates of under-represented gender, he/she may send the recommendation back to the ADG/Director of Category 1 Institute, and ask that it be resubmitted.

83. If he/she is satisfied that the recommendation meets the above requirements, Director HRM submits the appointment recommendation, which will include the review of the ARB, to the Sector ADG/Director of Category 1 Institute for final decision (for P-1 to P-4 posts), and (for P-5 posts) to the Director-General for his/her final decision. Where an external candidate from an over-represented country is recommended for a P-1 to P-4 geographical post, the appointment recommendation is submitted to the Director-General for his/her final decision.

#### **F. Pre-selection and evaluation of candidates for Director and above posts at Headquarters and for Director/Head of Field/Liaison Office and Category 1 Institute and Centre posts**

##### **Pre-screening**

84. The pre-screening process applicable to International Professional posts applies to Director and above posts at HQs, in the Field and in Category 1 Institute and Centre posts, including Heads of Field/Liaison Office post.

##### **Pre-selection**

85. The pre-selection is conducted as follows:

- a) For DDG, ADG and Director of Bureau/Office posts, by Director HRM (or designate) and a CAB representative. In the case of Director HRM post, the latter shall be replaced by an ADG.
- b) For Director posts (HQs), by a HRM representative and the ADG of Sector (or designate).
- c) For Director/Heads of Field/Liaison Office posts, by a HRM representative and ADG/PAX (or designate)
- d) For Directors of Category 1 Institutes/Centres, by a HRM representative and the ADG of Sector (or designate).

86. The objective and conduct of the pre-selection is the same as for International Professional posts, except that the list of candidates proposed for interview shall be submitted to the Director-General for approval.

##### **Interviews and Evaluation**

###### Composition of the Interview Panel

87. The Interview Panel should be gender-balanced, to the extent possible, and established on as wide a geographical representation as possible.

88. Its composition is as follows:

- (a) For DDG, ADG and Director of Bureau/Office posts: The Director-General (or his/her designate) sets up the Interview Panel and designates its Chair. The Interview Panel includes at least four members (in addition to its Chair), of whom one ADG or Director of Bureau/Office, one Director, preferably at D-2 level, DIR/HRM and a CAB representative or their designated representatives. In the case of the recruitment of Director HRM post, the latter is

replaced by another senior staff, preferably at D-2 level.

(b) For Director posts at HQs: The Sector ADG or Director of Bureau sets up and chairs the Interview Panel which includes one representative from another Programme Sector (at Director level), one representative from another Sector/Bureau (at Director level), and a HRM representative.

(c) For Director/Head of Field/Liaison Office posts: ADG/PAX (or his/her designate) sets up and chairs the Interview Panel which includes a BSP representative and a HRM representative.

(e) For Director of Category 1 Institute posts: the ADG of the Sector concerned sets up and chairs the Interview Panel which includes at least one representative from the Governing Body of the respective Institute, and a HRM representative.

89. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.

**HR Table 5.5. Composition of Interview Panels for D and above/HFO posts**

Post	Chair	Members
DDG, ADG, Directors of Bureau/Office	Designated by the DG	1 ADG or Director of Bureau/Office  1 Director (D-2 preferably)  Director HRM (or representative)  CAB representative
Director posts at HQs	ADG/Director of Bureau	1 Director from Programme Sector  1 Director from another Sector/Bureau  HRM representative
Director/Head of Field/Liaison Office	ADG/PAX	BSP and/or / Programme Sector representative  HRM representative
Director of Category 1 Institutes and Centres posts	ADG of Sector concerned	1 representative of the Governing Body of the Category 1 Institute/Centre  HRM representative

90. When necessary, the Interview Panel may include an expert, external to the Organization, to bring technical/specific expertise to the evaluation of candidates on a consultative basis. Staff members from other UN Agencies or International Organizations may also participate in the Interview Panel, if required.

#### **Interviews, Evaluation criteria, Assessment Centres**

91. The mandate and conduct of interviews by the Interview Panel is the same as for International Professional posts. In addition, the Director-General may interview in person or by tele/videoconference candidates retained for interview.

#### **Recommendation for appointment**

92. The provisions on the recommendation for appointment are the same as for International Professional posts, except for the following:

- a) The short-list of recommended candidates is not ranked;
- b) The recommendation is submitted by the Chair of the Interview Panel to the Director-General via Director HRM. The ARB review does not apply in the case of Director/Head of Field/Liaison Office and Category 1 Institute and Centre and above posts.

#### **G. Decision of appointment**

[Staff Regulations 4.1, 4.5.3](#)

93. ADGs/Directors of Category 1 Institutes approve the appointment of staff up to and including P-4<sup>[2]</sup>.
94. The Director-General or his/her delegated authority approves appointments to P-1 to P-4 posts in Bureaux/ Offices/ Entities with a reporting line to the Director-General.
- 94 bis. Notwithstanding paragraphs 93 and 94, the appointment of an external candidate from an over-represented Member State to a P-1 to P-4 geographical post is approved by the Director-General.
95. The Director-General approves the appointment of staff at P-5 level and in the International Professional and Director and above category.
96. *deleted*
97. In specific cases, consultations with the relevant Governing Body may be required, such as for Directors of Category 1 Institutes, and as set out in the Statutes of each Institute.
98. In the case of the UNESCO Intergovernmental Oceanographic Commission (IOC), the ADG/IOC, who is the Executive Secretary of the Commission, is appointed by the Director-General following consultation with the Executive Council of the IOC (see [Article 8.2. of the Statutes of IOC](#)).

#### **Specific provisions for the appointment of the Legal Adviser, the Ethics Adviser and Director IOS**

99. The Director-General shall consult the Executive Board before approving the appointment of the Legal Adviser, the Ethics Adviser and Director IOS ([Staff Regulation 4.5.3](#)).

#### **Information on appointments**

##### To the Executive Board

##### [Rules and Procedures of the Executive Board, Rule 59](#)

100. The Director-General shall inform the Executive Board of the appointments made to Director and above posts in accordance with [Rule 59 of the Rules and Procedures of the Executive Board](#).

##### Director-General's Note

101. The appointments to Director and above posts and to Head of Field/Liaison Office posts are announced by the Director-General through a Director-General's Note prepared by:
- (a) DIR/CAB for DDG, ADG, Director of Bureau/Office;
  - (b) The ADG/Director of Bureau concerned for Director posts at Headquarters and for Director of Category 1 Institute and Centre posts;
  - (c) ADG/PAX for Director/Head of Field/Liaison Office posts.

##### Notification of decisions on appointment and feedback

##### [Staff Regulation 4.1](#) and [Staff Rule 104.3](#)

102. HRM informs by e-mail the successful candidate with a copy to the AO concerned of the decision on the appointment, with a copy to the Sector ADG/Director/Head of Field/Liaison Office/Institute concerned.
103. All unsuccessful candidates are also informed by HRM by e-mail after reception of the letter of acceptance signed by the successful candidate.
104. The immediate supervisor of the post under recruitment provides feedback to unsuccessful staff member candidates who were interviewed. Upon request, feedback may also be provided to all other unsuccessful staff member candidates not interviewed, as well as those unsuccessful non-staff member candidates who were interviewed.

##### Host Country Clearance and Accreditation process for Directors/Heads of Field/Liaison Office posts

105. The appointment to a post of Director/Head of Field/Liaison Office is subject to clearance by the Host Country. PAX shall officially seek clearance from the Host Country for the appointment of a candidate to the post of Director/Head of Field/Liaison Office. Once the clearance is obtained, PAX informs HRM accordingly.
106. PAX, upon request from HRM, provides the newly appointed Directors/Heads of Field/Liaison Offices with accreditation letters to be handed over to the Ministries of Foreign Affairs of the countries they cover when they take up their functions.

#### **Notification to Authorities/Partners of appointments and end of mission of Directors/Heads of Field/Liaison Office**

107. PAX ensures that appointments (and end of mission) of Directors/Heads of Field/Liaison Offices are officially

communicated to the Ministry of Foreign Affairs of the Member State covered by the Office, and that other authorities and partners in the Member States concerned (e.g. President(s) of National Commission(s), the UN Resident Coordinator, etc.) are also informed.

#### **H. Letter of appointment**

108. HRM issues the letter of appointment to the successful candidate upon receipt of the file of the appointed candidate including a copy of the appointment decision, the vacancy notice concerned, a CV, the diploma(s)/certificate(s), valid passport(s), the completed Organizational Management (OM) Workflow for Job Description Update and the job description of the post.

#### **If a candidate does not accept an offer of appointment**

109. In the case that the appointed candidate does not accept an offer of appointment within fifteen calendar days of receipt, the Sector/Bureau/Office, upon consultation with HRM, shall recommend to the appointing authority the appointment of another short-listed candidate, if available, and as a general rule, the next one in the order of merit.

110. A short-list remains in force for twelve months from the date of the appointment decision. Should the appointed candidate resign within this period, the Sector/Bureau/Office, upon consultation with HRM, may decide to recommend another short-listed candidate, if available, who, as a general rule, shall be the next one in the order of merit.

#### **I. Grade and Step on appointment**

##### Staff Rule 103.3

111. Upon initial appointment, a staff member shall normally be placed in the first step of the level of the post, unless conditions as set out in the [HR Manual Item 4.6 paragraphs 28 and 29](#) allow for granting additional steps.

#### **Grade on appointment for P-1/P-2 posts**

112. Candidates to P-1/P-2 posts are normally appointed at the P-1 grade. However, they will be appointed at the P-2 grade provided they meet the following requirements:

- (a) PhD and one year of relevant professional experience; or
- (b) Advanced university degree (Masters or equivalent (from four to six years of higher education studies) and 2 years of relevant professional experience.

#### **Grade on appointment for P-2/P-3 posts**

113. Candidates on P-2/P-3 posts are normally appointed at the P-2 grade unless on transfer from the UN at P-3 or if they meet the standard recruitment requirements for posts at a P-3 grade (See Table 5-2).

#### **J. Medical clearance**

##### Staff Regulation 4.6; Staff Rule 104.9; HR Manual Item 13.12

114. The appointment of those candidates who are not staff members is subject to medical clearance (see [HR Manual Item 5.2, paragraphs 27 to 33](#)) by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer transmits the clearance to HRM Benefits and Entitlements Unit. Under no circumstances shall a selected candidate take up duties before the receipt by HRM Benefits and Entitlement Unit of the required medical clearance.

115. The appointment of staff member candidates to another duty station requires a clearance by the Chief Medical Officer.

116. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are communicated neither to the Administration nor to any other service.

#### **K. Security clearance**

##### HR Manual Chapter 17 (Staff Security)

117. Security clearance is mandatory for all newly appointed staff members regardless of the security level in their duty station. It is obtained through the [TRIP application \(Travel Request Information Process\)](#) available on the [UN DSS website](#).

118. HRM Benefits and Entitlement Unit ensures that security clearance is obtained for all staff members appointed to International Professional and higher categories posts.

[1] See [HR Manual Item 5.10](#). Until 1 January 2021, a promotion to P-4 and above level can take place with an ap

pointment to a Field or Headquarters position, without having previously completed a geographical assignment.

[2] With the exception of the Director of the UNESCO Institute for Statistics (UIS) who can take decisions for appointment of staff up to P-5 level (see [paragraph 5 of HR Manual Item 5.12](#)).



## Procedures

1. [HR Procedure 5.2 – Preparation of Vacancy Notices](#)

### Staff Regulations

1. [Staff Regulation 1.2](#)
2. [Staff Regulation 4.1](#)
3. [Staff Regulation 4.2](#)
4. [Staff Regulation 4.3](#)
5. [Staff Regulation 4.4](#)
6. [Staff Regulation 4.5](#)
7. [Staff Regulation 4.6](#)

### Staff Rules

1. [Staff Rule 104.1 bis - Appointment Review Board](#)
2. [Staff Rule 104.2 - Limitations on employment](#)
3. [Staff Rule 104.2 bis - Eligibility requirements for recruitment](#)
4. [Staff Rule 104.3 - Terms of appointment](#)
5. [Staff Rule 104.9 - Medical examinations](#)
6. [Staff Rule 104.15 - Reinstatement](#)
7. [Staff Rule 109.5 - Termination](#)

### Circulars

#### Key Documents

1. [UNESCO Constitution](#)
2. [Rules of Procedure of the General Conference](#)
3. [Rules of procedure of the Executive Board](#)
4. [Article 8.2. of the Statutes of IOC](#)

### Forms

1. [HR Form 3-1 REV - Job description \(P posts and higher\)](#)
2. [Form HR 5-6 Statement of Confidentiality \(ARB\)](#)
3. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)

### Links

1. [OM Workflow – Post Creation and Modification/Job Description Update](#)
2. [United Nations Department of Safety and Security \(UNDSS\)](#)
3. [BSAFE \(mandatory online security awareness training course\)](#)

### Appendices

1. [HR Appendix 5-B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)
2. [HR Appendix 5-D - Guidelines How to take reference checks](#)
3. [HR Appendix 5-E – Guidance Note on organizing and conducting tests/assessments exercises](#)

## 5.4. Recruitment of Young Professionals

Published on 16.12.2009

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### A. The Young Professionals (YP) Programme

1. The Young Professionals' (YP) Programme provides the opportunity for young university graduates and young qualified professionals under or equal the age of 32 on the year of application from non- and under-represented Member States to join UNESCO early in their professional career. Every biennium, due account taken of the availability of posts at P-1/P-2 level, and as approved by the General Conference, UNESCO recruits up to 20 Young Professionals (YPs), who are assigned to P-1/P-2 posts in Programme Sectors or to Management and Administration Services.
2. Their initial appointment is for a period of one year. It is subject to a nine-month probationary period and may be renewed, upon satisfactory performance.
3. Young Professionals are normally initially assigned to Headquarters. They shall be reassigned to the field after an initial assignment of 4 to 5 years at Headquarters during which time they should have acquired the necessary knowledge and experience to be operational in the field. The geographical mobility requirement will be reflected in the Young Professional's contracts on initial appointment and on confirmation of appointment.

### B. Eligibility requirements

#### Nationality

4. Candidates for the YP Programme must be nationals of a non- or under-represented Member State. Information on the situation of geographical distribution of Member States in UNESCO is reflected in the geographical distribution list available on UNESCO website and updated on a monthly basis. For the purpose of the YP Programme, the geographical distribution status of a Member State is determined at the time of the call for applications for the YP Programme.  
For information on the current situation of geographical distribution, see [HRM Intranet site](#).

#### Age

5. Candidates must be thirty-two years of age or under in the year of their application to the Young Professional Programme.

#### Education

6. Candidates must have an advanced university degree in education, culture, science, social and human sciences or communication, or in a field of direct relevance to the management and administration of an international organization.

#### Work experience

7. Relevant initial work experience is not a minimum eligibility requirement, but may be an asset.

#### Language skills

8. Candidates are required to have excellent knowledge of either English or French. Good knowledge of the other working language and knowledge of Arabic, Chinese, Spanish or Russian are additional assets.

#### Other eligibility requirements

9. Candidates are also expected to demonstrate awareness of a multicultural work environment, commitment to international civil service and ability to communicate clearly and concisely both orally and in writing.



### C. Recruitment process

#### Identification of posts for Young Professionals

10. In the course of the recruitment planning for the next biennium, Sector ADGs/ Bureau and Office Directors/ Heads of field offices jointly with HRM identify posts to be filled by YPs and earmark them in the C/5 for the next biennium. The list of YP posts is submitted by HRM to the Director-General for approval.
11. Annually, Sectors/Bureaux/Offices jointly with HRM prepare profiles for the YP positions, in line with the

duties/functions of posts at P-1/P-2 level. The profiles should be finalized at least two months before the call for applications.

### Call for applications

12. Calls for applications take place through a circular letter issued by HRM to the National Commissions and Permanent Delegations of the non- and under-represented Member States notifying them of the YP profiles, eligibility requirements and application details.

### Advertisement and application process

13. Upon receipt of the circular letter, Member States initiate their own advertisement/recruitment process. To apply for the YP Programme, nationals of non- and under-represented countries should submit applications through their [National Commission](#) and/or Permanent Delegation.

### Pre-selection process

14. HRM pre-selects all applications against the requirements of the profiles, such as education, work experience, language and job-related skills, and in consultation with Sectors, establishes a list of candidates for video interviews. Following the video interviews, HRM establishes the list of candidates to be invited for a Panel interview.
15. HRM invites the candidates for interviews and informs the National Commissions and Permanent Delegations, accordingly. The candidates not retained for interview are notified through their respective National Commissions and Permanent Delegations.

### Evaluation process

16. HRM sets up and chairs Interview Panels including representatives of the recruiting Sector/Bureau concerned.
17. The Panels conduct interviews and assess candidates against the requirements of the profiles. In the course of the interview, the Panels seek to evaluate both the technical qualifications of the candidate as well as language, communication and analytical skills, flexibility, adaptability and motivation.
18. Candidates shall take written language tests aimed at evaluating their degree of proficiency in one of the working languages of the Organization, as appropriate.
19. HRM verifies the academic certificates/diplomas of candidates and retains a copy. HRM ensures that two satisfactory reference checks are obtained for each short-listed candidate.
20. Based on the results of the evaluation, HRM in consultation with the members of the Panels prepares a recommendation for appointment to the Young Professional Programme, including a short-list of candidates recommended for appointment, summary evaluations, information about their diplomas and references checks, following consultations with the ADG/Director of Bureau.

### Decision of appointment

21. The Director-General retains the authority to appoint Young Professionals based on the recommendation from DIR/HRM.
22. HRM ensures that the appointed candidates, the Sectors/Bureaux/Offices concerned and the respective Permanent Delegations and National Commissions are informed about the decisions on appointment. The offers of appointment for successful candidates are issued by Chief, HRM/SES.

### Grade on appointment

23. YPs are normally appointed at grade P-1, step 1. They may be appointed at the P-2 level upon recruitment to a P-1/P-2 post, provided they meet the following requirements:
  - (a) PhD and 1 year of relevant professional experience; or
  - (b) Advanced university degree (Master or equivalent; 4 to 6 years study) and 2 years of relevant professional experience.
24. Promotion to the P-2 grade is granted after 2 years of satisfactory service, on the basis of a written recommendation of the supervisor and submission of the performance report covering the period (see [HR Manual Item 5.9](#), paragraphs 20-23).

### Roster

25. Those candidates who were deemed to have fulfilled all requirements after the evaluation process but could not be appointed will remain on a roster and be considered for future P-1/P-2 vacancies. They may be required to apply for such positions.

For information on geographical mobility for Young Professionals, see [HR Manual Item 5.11](#) paragraph 13.

### Budget clearance

Form: Request for Personnel Action ([Form HR 5-3](#))

26. The objective of budget clearance is to ensure that there is budget provision for the posts to be filled. Such clearance shall be obtained from BFM upon request by HRM/AO (Request for Personnel Action ([Form HR 5-3](#))). The Young Professionals are funded under HRM budget for the first year.

### Medical clearance

[Staff Regulation 4.6](#) and [Staff Rule 104.9](#);

27. The appointment of the YPs shall be made subject to medical clearance ([HR Manual Item 5.2](#), paragraphs 27 to 36) granted by the Chief Medical Officer of the Organization. After validation of the medical report based on full

medical examination and tests, the Chief Medical Officer shall transmit the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/SES of the required medical clearance.

28. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are not communicated to the Administration or to any other service.

### Security clearance

See also [HR Manual Chapter 17 Staff Security](#); [UN DSS web site](#)

29. Security clearance is mandatory for all Young Professionals regardless of the security level in their duty station. It is obtained through the TRIP application (Travel Request Information Process) available on the UNDSS website (<https://dss.un.org>). HRM/SES ensures that the security clearance is obtained for appointment of Young Professionals.



### Procedures

#### Staff Regulations

##### Staff Rules

1. [Staff Rule 104.6 - Fixed-term appointment](#)
2. [Staff Rule 104.9 - Medical examinations](#)

#### Circulars

#### Key Documents

##### Forms

1. [Form HR 5-8 Rev - Reference request](#)

#### Links

1. [HRM Intranet](#)
2. [Young Professionals](#)
3. [Basic security in the Field II](#)
4. [Integrated Security Clearance & Tracking \(ISECT\)](#)
5. [Advanced Security in the Field](#)
6. [UNESCO Field Security Awareness Training](#)
7. [United Nations Department of Safety and Security](#)

### Appendices

## 5.5. Recruitment of National Professional Officers (NPO)

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- A. Criteria for employment of National Professional Officers
- B. Standard recruitment requirements for National Professional posts
- C. Vacancy notice preparation (HR Procedure 5.2)
- D. Advertisement
- E. Application and registration
- F. Preselection and evaluation of candidates for National Professional Officer Posts in the Field
- G. Decision of appointment
- H. Notification of the decision of appointment and feedback
- I. Grade and step on appointment
- J. Medical clearance
- K. Legal entitlement to work in the country of duty station

### A. Criteria for employment of National Professional Officers

1. National Professional Officers (NPOs) are locally recruited professional staff exclusively employed in the duty stations in the Field, excluding Headquarters duty stations [\[1\]](#).
2. The criteria for employment of this category of staff are established by the International Civil Service Commission (ICSC) as follows:
  - (a) UNESCO shall recruit National Professional Officers in accordance with its mandate, taking into account operational needs, bearing in mind the requirement to preserve the universal character of the Organization.
  - (b) NPOs should be nationals of, and be locally recruited within the country of their employment. In their capacity as National Professional Officers, they may be subject to short-term duty assignments outside the country of their employment without involving a change of duty station when being deployed outside the country of their employment. However the repeated short-term duty assignments outside their country of recruitment are to be avoided.
  - (c) The work performed by NPOs should be at the Professional level and the same standards of recruitment qualifications and performance as are required for international Professional staff should apply. NPOs bring national experience and knowledge to the work of their organization in their country of employment.
  - (d) NPO posts are graded on the basis of the Job Evaluation Standard for the Professional and higher categories. Their conditions of service are established in accordance with the principle of the best prevailing conditions in the locality for functions at the same level, through the application of the local salary survey methodology promulgated by ICSC.

### B. Standard recruitment requirements for National Professional posts

3. UNESCO applies the following standard recruitment requirements, as a general rule, for minimum educational requirements combined with a minimum number of years of relevant work experience. Although the qualifications required for each post are specified in the individual vacancy notices, as a general rule, the standard recruitment requirements for National Professional posts are as illustrated in the Table 5-6 below.

**Table 5-6 : Standard recruitment requirements for National Professional posts**

Grade	Minimum number of years of relevant professional experience	Education
NO-A	Less than 2 years	
NO-B	Minimum 2 years	

NO-C	Minimum 4 years	Advanced university degree (Masters or equivalent) in the relevant field.
NO-D	Minimum 7 years of progressively responsible relevant professional experience	
NO-E	Minimum 10 years of progressively responsible relevant professional experience	

### Nationality

4. NPOs should be nationals of the country of the duty station where they are assigned.

### Education

5. Candidates for posts in the National Professional category should possess a completed, advanced university degree: Masters or equivalent, e.g. from four to six years of higher education studies sanctioned by a degree inclusive of professional certifications (such as Chartered Public Accountant (CPA) and military/police rank equivalents) in a field of study as reflected in the vacancy notice.
6. In some specific occupational groups, the requirement of an advanced university degree may be replaced by a combination of relevant qualifications/certification and professional experience. When a supervisor determines that this is the case, he/she should consult HRM when establishing the vacancy notice.

### Work experience

7. The nature of the required work experience should be relevant to the functions of the post, as reflected in the vacancy notice.
8. Work experience is measured taking into account the following:
  - (a) Length of work experience: Relevant professional experience is taken into account after the first university degree. Internships may be counted, if the professional experience acquired is relevant to the requirements of the post in question. Work experience may be acquired on a full-time or part-time basis. Experience acquired on a part-time basis should be credited proportionally to the time worked.
  - (b) Relevance of work experience: Work experience will only be significant if the experience acquired is relevant to the functions of the post. To be relevant, the work experience should have contributed to the development of the candidate's professional competencies and skills, and should have prepared the candidate to perform the functions of the vacant post.
  - (c) Actual performance and achievements, and type of work experience should be closely considered, with due regard being given to the level/scope of responsibility, supervisory/managerial experience, performance assessments and tangible results achieved. Reference checks may help to verify the actual performance and quality of experience of candidates.

### Competencies

9. Core values and core competencies defined by the UNESCO Competency Framework, and which are required from UNESCO staff, will be indicated in the vacancy notice.

### Job-related skills

10. Job-related skills required for a post are indicated in the vacancy notice. The level of skills required should be commensurate with the functions of the post. Job-related skills represent abilities to perform well the required activity or task showing the necessary knowledge and/or training. Examples of job-required skills include, but are not limited to, drafting, client-orientation, and technical skills.

### Language skills

[Staff Rule 104.2 bis](#); [Rules of Procedure of the General Conference, Rule 50](#), [Languages of the Organization: AM Item 1.9](#).

11. English and French are the working languages of the Secretariat.
12. Candidates for National Professional Officer posts shall demonstrate an excellent knowledge of at least one working language of the Secretariat (English or French). A good knowledge of the other working language is an asset, and in some specific cases, shall be required. Knowledge of the other UNESCO official languages – Arabic, Chinese, Russian and Spanish - is an asset, and in some specific cases, may be required.
13. Candidates for National Professional Officer posts shall demonstrate a very good knowledge of the official language of the country of the duty station, and if different, of the working language of the Office where they have to work.

### **C. Vacancy notice preparation (HR Procedure 5.2)**

14. Vacancy notices are prepared by the supervisor of the post, and cleared by the Director/Head of Field Office (or his/her delegated authority), the Director of Regional Office (as required), and by the ADG/Director of Bureau concerned (or his/her delegated authority). Vacancy notices should include an overview of the main responsibilities and functions of the post based on the job description, and establish the essential and desirable recruitment requirements for the post (for the preparation of Vacancy Notices, see [HR Procedure 5.2](#)).
15. The essential recruitment requirements for a post cannot be changed during the recruitment process. Once a vacancy has been published, it must be re-advertised if changes are made to the essential recruitment requirements.

### **D. Advertisement**

16. National Professional Officer posts are advertised for a period of one month.
17. Vacancy notices are issued by the concerned Field Offices for wide circulation in the local media, including newspapers, journals, diplomatic and UN Agency Offices, universities etc., in order to attract a large, diverse pool of candidates.

### **E. Application and registration**

18. All candidates are required to apply for advertised vacancies in accordance with instructions set out in the vacancy notice.
19. Applications received after the closing date set in the vacancy notice shall not be accepted.

### **F. Pre-selection and evaluation of candidates for National Professional Officer posts**

#### **Pre-selection**

20. The purpose of the pre-selection is to review the applications against the requirements for the post and establish a list of candidates retained for interview.
21. The pre-selection is conducted by the supervisor of the post or his/her designate(s) and one staff member in the Professional category.
22. The supervisor of the post shall:
  - (a) Review the candidates against the requirements of the post as set out in the vacancy notice.
  - (b) Establish a list of candidates retained for interview(s). As a general rule, any staff member, who meets all the essential recruitment requirements of the post, should be considered for an interview.
23. The supervisor ensures that candidates retained for interview do not fall under instances of limitations to recruitment (such as family relationships, age, status etc.) as listed in [HR Item 5.2.C](#).
24. The supervisor of the post ensures that he/she and the other staff members conducting the pre-selection sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

#### **Tests and Preliminary Interviews**

25. Assessment exercises such as written tests, content tests and other test formats, may be applied during the recruitment process to evaluate the candidates' knowledge, skills, abilities and competencies in order to determine their suitability for the post. In such cases, vacancy notices should include a notice on their use during the recruitment process.
26. The supervisor of the post prepares and conducts the tests. HRM may, on request, assist the supervisor of the post with the preparation and conduct of the tests. Guidance is set out in [Appendix 5-E](#) (Guidance Note on Organizing and Conducting Tests/Assessment Exercises).
27. Prior to the administration of the tests, the supervisor shall determine whether the results of the tests are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the tests shall not be invited to the interview. The supervisor prepares a summary of the tests results which is kept in the post file retained in the Office.
28. If necessary, the supervisor conducts preliminary interview(s) by tele/videoconference or via relevant e-tool(s) to assess a candidate's motivation, communication, language and other related skills. HRM may on request, assist the supervisor of the post with the preparation and conduct of the preliminary interviews. Prior to the conduct of the preliminary interview, the supervisor shall determine whether the results are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the preliminary interview shall not be retained for further evaluation. The supervisor prepares a summary of the results of the preliminary interviews which is kept in the post file retained in the Office.
29. A combination of tests and preliminary interviews may be used. The supervisor will determine whether the tests and/or the preliminary interviews are eliminatory, and inform candidates accordingly
30. The supervisor of the post completes an evaluation for each staff member candidate who is not retained for interview.

### Interviews and Evaluation

31. The Interview Panel evaluates the suitability of pre-selected candidates for the post in terms of knowledge, skills and competencies, and establishes a short list of candidates recommended for appointment in order of merit.

### Composition of the Interview Panel

32. The Director/Head of Office sets up an Interview Panel to interview the pre-selected candidates.
33. The Interview Panel is chaired by the immediate supervisor of the post and includes at least two staff members at the same or at a higher grade level than the post under recruitment. One of the two members of the Panel should be a representative (or designate) of the Sector concerned, who can participate in the interview via tele/audio conference. As appropriate, the Director of the Regional Office may also be invited to participate in the interview.
34. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.
35. When necessary, the Interview Panel may include an expert, external to the Organization, to bring technical/specific expertise to the evaluation of candidates on a consultative basis. Staff members from other UN Organizations or agencies may also participate in the Interview Panel, if required.
36. The composition of Interview Panels is as indicated in Table 5-8 below:

**Table 5-8 : Composition of Interview Panels for NPO posts**

Post	Chair	Members
National Professional Officer post	Supervisor of the post	1 staff member from the Sector concerned (via tele/audio conference), at the same or higher grade than the post in question.
		1 staff member at the same or higher grade than the post in question.
		<b>Optional:</b> The Director of the Regional Office.



### Preparation of the Interview

37. When invited for interviews, staff members and candidates from UN Agencies or other International Organizations are asked to submit their performance report(s) covering the last two years.
38. Non staff member candidates, are requested to provide copies of their diploma(s)/certificate(s), with a translation in French or English, where necessary, and valid passport. Staff member candidates shall submit a copy of diplomas/certificates obtained after their entry on duty. The AO of the Office certifies the diplomas/certificates and passport submitted by candidates.
39. The Chair ensures that he/she and the members of the Interview Panel sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

#### **Mandate of the Interview Panel**

40. The Interview Panel shall:
  - (a) Interview the pre-selected candidates to evaluate their knowledge, competencies and skills.
  - (b) Evaluate interviewed candidates against the recruitment requirements of the post, as set out in the vacancy notice, taking into account all relevant factors, which may include the performance appraisal report(s) of the candidates, results of tests/assessment exercises, if applicable, etc.
  - (c) Establish a short-list of candidates recommended for appointment in order of merit. Only candidates who meet all the essential recruitment requirements as set out in the vacancy notice shall be recommended for appointment.

#### Interviews

41. During the interview, the Interview Panel seeks to evaluate the candidate's knowledge, competencies and skills with a view to determining whether the individual's qualifications and personal qualities match the requirements of the post. The interview also allows the candidate to obtain important information about the duties and responsibilities of the post and the conditions of service.
42. The Interview Panel conducts interviews according to guidelines, including the Competency-Based Framework, which are established for that purpose. Additionally, the Director/Head of Office may wish to individually speak with candidates who were interviewed by the Interview Panel for further evaluation.
43. Where deemed necessary, further interviews with one or several candidates may be conducted by the Panel.
44. The interview is an essential part of a candidate's overall evaluation, however, it should not take primacy over the other elements of the evaluation process and it should be given equal consideration in the overall determination of a candidate's suitability for the post.
45. If invited to a face-to-face interview, travel expenses may be reimbursed to the candidate(s), subject to availability of funds, checked in advance with the AO of the Field Office.

#### Evaluation of the candidates

46. The criteria against which the candidates are evaluated shall be consistent with the vacancy notice (i.e. education, work experience, competencies, job-related skills, and language requirements).
47. Priority consideration shall be given to qualified staff member candidates, on the basis of equal competence. Equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills) (see [HR Manual Item 5.2 A and B](#)).
48. In evaluating the candidates, the Interview Panel shall take into account:
  - (a) the performance assessment reports of each candidate over the preceding two years if available;
  - (b) prior merit promotion: at equal competence, priority consideration should be given to staff previously promoted on merit who are now applying to a post at their personal grade.
49. In addition, should the Interview Panel recommend a staff member candidate for a post at a higher grade (promotion), the Panel ensures that relevant promotion criteria are taken into account:
  - (a) Performance: the staff member has demonstrated, at a minimum, a consistently satisfactory level of performance (as attested by his/her performance report);
  - (b) In the case of promotion from the General Service to the National Professional category, the staff member has demonstrated the ability to exercise functions at the Professional level;

(c) Additional tasks or achievements performed by the staff member, as evidenced by appropriate documentation shall also be taken into account.

#### Former staff members and candidates from UN Agencies

50. Priority consideration shall also be given, on the basis of equal competence, to:
- (a) Former staff members with at least one year's service, who were separated during the previous two years because of the abolition of posts.
  - (b) Staff members already in the service of the United Nations or other Specialized Agencies, subject to reciprocity for the recruitment of UNESCO staff members as it might be provided by the Staff Regulations and Rules of their respective Agency.



#### Gender Parity

51. In considering candidates who are not staff members, the Interview Panel should take into account the need to achieve gender parity.

#### Reference Checks

52. The supervisor of the post also ensures that at least two reference checks for each candidate who is not a staff member are obtained, using the standard format ([HR Form 5-8](#)) for reference checks. HRM may assist the supervisor, on request, with additional reference checks (such as with former employees) and background checks (such as educational qualifications), as required. ([Appendix 5-D. Guidelines How to take Reference Checks](#)).

#### Appointment Recommendation

53. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.
54. The Chair of the Interview Panel prepares the recommendation of the Panel, which includes:
- (a) The short-list of recommended candidates for appointment in order of merit.
  - (b) An evaluation of each candidate interviewed.
  - (c) An evaluation of each staff member candidate not interviewed.
  - (d) For each recommended candidate:
    - i) Copy of the CV ([Form HR 5-1](#) or P11).
    - ii) Copies of performance evaluation reports covering the last two years, where available. This also applies to candidates from UN Agencies or other International Organisations
    - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required
  - (e) Copies of diploma(s)/certificate(s) for non staff member candidates; copies of diplomas/certificates obtained after the entry on duty for staff member candidates and their translation in English or French (certified by the AO of the Field Office).
  - (f) A copy of a valid passport (certified by the AO of the Field Office) for non staff member candidates.
  - (g) The Statement of Confidentiality signed by each staff member participating in the Pre-selection and in the Interview Panels ([HR Form 5-7](#))
55. The Chair of the Interview Panel ensures that the recommendation is shared with members of the Panel for their comments. He/she submits the recommendation to the Director/Head of Office concerned for approval and submission to HRM.
56. In addition to the documents listed in Paragraph 54, the following documents shall be submitted:
- (a) [Form HR 5-3](#) for **appointment action requested**, indicating the name of the selected candidate and the expected date of entry.
  - (b) A copy of the vacancy notice.
  - (c) A copy of the classified Job Description (JD).
57. The Director/Head of Office submits the complete recommendation file to HRM, via the AO of the Sector/Bureau concerned at HQs who ensures that [Form HR 5-3](#) is duly validated by BFM/BMR in support of the appointment.

58. Directors/Heads of Offices shall ensure that:
- (a) The most suitable candidate is recommended for appointment based on considerations of technical competence, efficiency and integrity.
  - (b) The candidate recommended for appointment fully meets the requirements of the post.

### **Review of recommendations for appointment by HRM**

59. HRM reviews all recommendations for appointment for National Professional Officer posts prior to the issuance of the letter of appointment, in order to ensure that:
- (a) The recommendation is complete;
  - (b) The selection procedures and criteria have been complied with, the recommendation is consistent with the recruitment requirements set out in the vacancy notice and that performance reports have been taken into account.
  - (c) Where applicable, references have been verified, diploma(s)/certificate(s) have been verified, including diploma(s)/certificate(s) obtained by staff members after their entry on duty; copies of diploma(s)/certificate(s) and/or their translation in English or French and copies of passports have been retained.
  - (d) The [Form HR 5-3](#) for **appointment action requested**, has been duly validated by BFM/BMR.
60. HRM advises Directors/Heads of Offices on all matters related to the recruitment process. If the selection procedures and criteria have not been observed or the recommendation is not fully documented. HRM may request a review by the Director/Head of Office concerned.

## **G. Decision of appointment**

Staff Regulations [1.2](#) and [4.1](#)

61. Directors/Heads of Offices have the authority to appoint staff in the National Professional Officer category. Directors/Heads of Offices shall ensure that the most suitable candidate is appointed based on considerations of technical competence, efficiency and integrity, and that he/she fully meets the requirements of the post.

## **H. Notification of the decision of appointment and feedback**

62. For Field Office staffed with an internationally recruited Administrative Officer, the Director/Head of Office shall be responsible for issuing a letter of appointment, a copy of which shall be transmitted to HRM/SES. In the other cases, Chief HRM/SES shall issue the letter of appointment.
63. All unsuccessful candidates are also informed by e-mail by the Office concerned, after reception of the letter of acceptance signed by the successful candidate.
64. The immediate supervisor of the post under recruitment provides feedback to unsuccessful staff member candidates who were interviewed. Upon request, feedback may also be provided to all other unsuccessful staff member candidates not interviewed, as well as those unsuccessful non-staff member candidates who were interviewed.

### **If a candidate does not accept an offer of appointment**

65. In the case that the appointed candidate does not accept an offer of appointment within fifteen calendar days of receipt, the Director/Head of Office, upon consultation with HRM, shall recommend the appointment of another short-listed candidate, if available, and as a general rule, the next one in the order of merit.
66. A short-list remains in force for twelve months from the appointment decision. Should the appointed candidate resign within this period, the Director/Head of Office, upon consultation with HRM, may decide to recommend another short-listed candidate, if available, who, as a general rule, shall be the next one in the order of merit.

## **I. Grade and step on appointment**

[Staff Rule 103.3](#)

67. Upon initial appointment, a staff member shall normally be placed in the first step of the level of the post, unless conditions as set out in the [HR Manual Item 4.6 paragraphs 28 and 29](#) allow for granting additional steps.

## J. Medical clearance

Staff Regulation [4.6](#) and Staff Rule [104.9](#)

68. The appointment of those candidates who are not staff members is subject to medical clearance (see [HR Manual Item 5.2](#), paragraphs 26 to 32) by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer transmits the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/SES of the required medical clearance.
69. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are communicated neither to the Administration nor to any other service.

## K. Legal entitlement to work in the country of duty station

70. Offers of appointment shall be made subject to confirmation that a selected candidate is legally entitled to work in the country of the duty station. Under no circumstances shall a selected candidate take up the duties before this right has been established.

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[\[1\]](#) Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna.



### Procedures

1. [HR Procedure 5.2 – Preparation of Vacancy Notices](#)

### Staff Regulations

1. [Staff Regulation 1.2](#)
2. [Staff Regulation 4.1, 4.1.1](#)
3. [Staff Regulation 4.2, 4.2.1](#)
4. [Staff Regulation 4.3, 4.3.1](#)
5. [Staff Regulation 4.4](#)
6. [Staff Regulation 4.6](#)

### Staff Rules

1. [Staff Rule 104.2 - Limitations on employment](#)
2. [Staff Rule 104.2 bis - Eligibility requirements for recruitment](#)
3. [Staff Rule 104.9 - Medical examinations](#)

### Circulars

### Key Documents

### Forms

1. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)
2. [Form HR 5-8 Rev - Reference request](#)

### Links

### Appendices

1. [HR Appendix 5-B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)
2. [HR Appendix 5 D - Guidelines How to take reference checks](#)
3. [HR Appendix 5-E – Guidance Note on organizing and conducting tests/assessments exercises](#)

## 5.6. Recruitment for General Service posts at Headquarters

Published on 16.12.2009

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- A. Standard recruitment requirements for General Service posts
- B. Vacancy notice preparation (HR Procedure 5.2)
- C. Advertisement
- D. Application and registration
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- F. Decision of appointment
- G. Letter of appointment
- H. Grade and step on appointment
- I. Medical clearance
- J. Legal entitlement to work in the country of duty station

### A. Standard recruitment requirements for General Service posts

1. UNESCO applies the following standard recruitment requirements, as a general rule, for minimum educational requirements combined with a minimum number of years of relevant work experience. Although the qualifications required for each post are specified in the individual vacancy notices, the standard recruitment criteria for General Service posts are as illustrated in the Table 5-7 below.

**Table 5-7 : Standard recruitment requirements for General Service posts**

Grade	Minimum number of years of relevant work experience	Education
G-1/G-2	Less than 2 years	Secondary education/ apprenticeship
G-3	Minimum 2 years	Secondary, technical or vocational school
G-4	Minimum 3 years	
G-5	Minimum 5 years	
G-6	Minimum 8 years	
G-7	10 years and above	

### Legal entitlement to work in the country of the duty station for locally recruited General Service staff

2. Candidates for local recruitment should be entitled to work in the country of the duty station.

### Recruitment criteria

#### Education

3. Candidates for posts in the General Service category are required to be graduates of a secondary, technical or vocational school and, as the case may be, have secretarial, business or commercial qualifications.

#### Work experience

4. The nature of the required work experience should be relevant to the functions of the post, as reflected in the job description and vacancy notice.
5. Work experience is measured taking into account the following:
  - (a) Length of work experience: Internships may be counted, if the professional experience acquired is relevant to the requirements of the post in question. Relevant work experience can be acquired on a full-time or part-time basis. Experience acquired on a part-time basis should be credited proportionally to the time worked.
  - (b) Relevance of work experience: Work experience will only be significant if the experience acquired is relevant to the functions of the post. To be relevant, the work experience should have contributed to the development of the candidate's professional competencies and skills, and should have prepared the candidate to perform

the functions of the vacant post.

- (c) Actual performance and achievements, and type of work experience should be closely considered, with due regard being given to the level/scope of responsibility, performance assessments and tangible results achieved. Reference checks may help to verify the actual performance and quality of experience of candidates.

### **Competencies**

6. Core values and core competencies defined by the UNESCO Competency Framework, and which are required from UNESCO staff, will be indicated in the vacancy notice.

### **Job-required skills**

7. Job-related skills required for a post are indicated in the vacancy notice. The level of skills required should be commensurate with the functions of the post. Job-related skills represent abilities to perform well the required activity or task showing the necessary knowledge and/or training. Examples of job-required skills include, but are not limited to, drafting, client-orientation, and technical skills.

### **Language skills**

[Staff Rule 104.2 bis](#); [Rules of Procedure of the General Conference, Rule 50](#), [Languages of the Organization: AM Item 1.9](#).

8. English and French are the working languages of the Secretariat.
9. Candidates for General Service posts at Headquarters shall demonstrate an excellent knowledge of at least one working language of the Secretariat (English or French). A good knowledge of the other working language is an asset, and in some specific cases, shall be required. Knowledge of the other UNESCO official languages – Arabic, Chinese, Russian and Spanish - is an asset, and in some specific cases, may be required.

## **B. Vacancy notice preparation (HR Procedure 5.2)**

10. Vacancy notices are prepared by the supervisor of the post and cleared by the Chief of Section/Unit (or his/her delegated authority). Vacancy notices should include an overview of the main responsibilities and functions of the post based on the job description, and establish the essential and desirable recruitment requirements for the post (For the preparation of vacancy notices, see [HR Procedure 5.2](#)).
11. HRM reviews the vacancy notice and prepares a set of questions based on the requirements of the post for the pre-screening. Prior to issuance of the vacancy notice, HRM obtains from the supervisor or appropriate authority, the final clearance on the vacancy notice and the questionnaire.
12. The essential recruitment requirements for a post cannot be changed during the recruitment process. Once a vacancy has been published, it must be re-advertised if changes are made to the essential recruitment requirements.

### **Generic vacancy notices and recruitment rosters ([HR Appendix 5-J](#))**

13. Generic vacancy notices may be advertised for the purpose of creating and maintaining rosters of qualified candidates who may eventually fill future vacancies associated with the roster(s) on which they are included. Generic vacancy notices shall contain a clause making reference to the generic nature or roster purpose of the vacancy notice. Generic vacancy notices are based on generic job descriptions.
14. Rosters will include candidates pre-selected against the requirements of the generic vacancy notice. Rostered candidates will be invited to apply to associated specific vacancy notices when advertised. Candidates who have been shortlisted for a specific post, but not appointed, may also be invited by HRM to confirm their interest in being included in an associated roster. Further information on the establishment and use of Rosters is contained in the [HR Appendix 5-J](#).
15. The standard evaluation process (interviews and review by the Appointment Review Board, where applicable) applies to rostered candidates.

## **C. Advertisement**

16. General Service posts at Headquarters are advertised for one month.
17. Vacancy notices are published by HRM on the UNESCO Careers site in the language originally provided. If

necessary, the Sector/Bureau/Division advertises the vacancy notices in other appropriate media fora. HRM may recommend to the Sector/Bureau/Division a media platform to be used for such advertisements.

#### **D. Application and registration**

18. All candidates are requested to apply for vacancies on the UNESCO Careers site in accordance with instructions set out in the vacancy notice and in the [online application guide](#). Applications which are submitted via other channels, including by paper and standard mail, will not be accepted as valid submissions.
19. Applications received after the closing date set in the vacancy notice shall not be accepted.



#### **E. Pre-selection and evaluation of candidates for General Services posts at Headquarters**

##### **Pre-screening**

20. After the closure of the advertisement, HRM pre-screens the applications to posts, through the online recruitment tool. The pre-screening is done on the basis of the information provided by candidates in response to mandatory questions included in the online application form. The questions relate to the requirements for the post such as education, work experience, job-related skills and language requirements, as agreed upon by the supervisor of the post or his/her designate.
21. Once the pre-screening is completed, HRM provides access to the supervisor to the list of pre-screened candidates and their CVs, via the on-line tool.

##### **Pre-selection**

22. The purpose of the pre-selection is to review the pre-screened applications against the requirements for the post and establish a list of candidates retained for interview.
23. HRM conducts the pre-selection with the supervisor of the post or his/her designate(s).
24. HRM and the supervisor of the post shall:
  - (a) Review the pre-screened candidates against the requirements of the post as set out in the vacancy notice;
  - (b) Establish a list of candidates retained for interview(s). As a general rule, any staff member, who meets all the essential recruitment requirements of the post, should be considered for an interview.
25. HRM ensures that candidates retained for interview do not fall under instance of limitation to recruitment (such as family relationships, age, status etc.) as listed in [HR Item 5.2.C](#).
26. The supervisor of the post ensures that he/she and the other staff members conducting the pre-selection sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

##### **Tests and Preliminary Interviews**

27. Assessment exercises such as written tests, content tests and other test formats, may be applied during the recruitment process to evaluate the candidates' knowledge, skills, abilities and competencies in order to determine their suitability for the post. In such cases, vacancy notices should include a notice on their use during the recruitment process.
28. The supervisor of the post prepares and conducts the tests. HRM may, on request, assist the supervisor of the post with the preparation and conduct of the tests. Guidance is set out in [Appendix 5-E](#) (Guidance Note on Organizing and Conducting Tests/Assessment Exercises).
29. Prior to the administration of the tests, the supervisor shall determine whether the results of the tests are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the tests shall not be invited to the interview. The supervisor prepares a summary of the tests results, which he/she communicates to HRM.
30. If necessary, the supervisor conducts preliminary interview(s) by tele/videoconference or via relevant e-tool(s) to assess a candidate's motivation, communication, language and other related skills. HRM may on request, assist the supervisor of the post with the preparation and conduct of the preliminary interviews. Prior to the conduct of the preliminary interview, the supervisor shall determine whether the results are eliminatory or not, and inform the

candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the preliminary interview shall not be retained for further evaluation. The supervisor prepares a summary of the results of the preliminary interviews, which he/she communicates to HRM.

31. A combination of tests and preliminary interviews may be used. The supervisor will determine whether the tests and/or the preliminary interviews are eliminatory, and inform candidates accordingly.
32. The supervisor of the post completes the evaluation in the online recruitment tool for each staff member candidate who is not retained for interview.

### Interviews and Evaluation

33. The Interview Panel evaluates the suitability of pre-selected candidates for the post in terms of knowledge, skills and competencies, and establishes a short list of candidates recommended for appointment in order of merit.

### Composition of the Interview Panel

34. The supervisor sets up an Interview Panel to interview the pre-selected candidates. The Interview Panel should be gender-balanced, to the extent possible.
35. The Interview Panel is chaired by the immediate supervisor of the post and includes at least two staff members at the same or at a higher grade level than the post under recruitment, one of which should be a senior General Service staff member (G-6 or above).
36. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.
37. The composition of Interview Panels is as indicated in Table 5-8 below:

**Table 5-8 : Composition of Interview Panels**

Post	Chair	Members
General Service Post at Headquarters	Supervisor of the post	1 staff member at the same or higher grade than the post in question.
		1 senior General Service staff member (G-6 or above).

38. When necessary, the Interview Panel may include an expert, external to the Organization, to bring technical/specific expertise to the evaluation of candidates on a consultative basis. Staff members from other UN Organizations or agencies may also participate in the Interview Panel, if required.

### Preparation of the Interview

39. When invited for interviews, staff members and candidates from UN Agencies or other International Organizations are asked to submit their performance report(s) covering the last two years.
40. Non staff member candidates are asked to submit a copy of their diploma(s)/certificate(s), with a translation in French or English where necessary, and valid passport. Staff member candidates shall submit a copy of diplomas/certificates obtained after their entry on duty.
41. The Chair ensures that he/she and the members of the Interview Panel sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

### Mandate of the Interview Panel

42. The Interview Panel shall:
  - (a) Interview the pre-selected candidates to assess their knowledge, competencies and skills.
  - (b) Evaluate interviewed candidates against the recruitment requirements of the post, as set out in the vacancy notice, taking into account all relevant factors, which may include the performance appraisal report(s) of the candidates, results of assessment exercises, if applicable etc.

- (c) Establish a short-list of at least two candidates recommended for appointment in order of merit. Only candidates who meet all the essential recruitment requirements as set out in the vacancy notice shall be recommended for appointment.

#### Interviews

43. During the interview the Interview Panel seeks to evaluate the candidate's knowledge, competencies and skills with a view to determining whether the individual's qualifications and personal qualities match the requirements of the post. The interview also allows candidates to obtain important information about the duties and responsibilities of the post and the conditions of service.
44. The Interview Panel conducts interviews according to guidelines, such as the UNESCO Competency Framework, which are established for that purpose. Interviews should cover competency-based and technical skills questions. Additionally, the Sector ADG/Director of Bureau/Division may wish to individually speak with candidates who were interviewed by the Interview Panel for further evaluation.
45. Where deemed necessary, further interviews with one or several candidates may be conducted by the Panel.
46. The interview is an essential part of a candidate's overall evaluation, however, it should not take primacy over the other elements of the evaluation process and it should be given due consideration in the overall determination of a candidate's suitability for the post.

#### Evaluation of the candidates

47. The criteria against which the candidates are evaluated shall be consistent with the vacancy notice (i.e. education, work experience, competencies, job-related skills, and language requirements).
48. Priority consideration shall be given to qualified staff member candidates, on the basis of equal competence. Equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills) (see [HR Manual Item 5.2 A and B](#)).
49. In evaluating the candidates, the Interview Panel shall take into account:
  - (a) the performance assessment reports of each candidate over the preceding two years if available;
  - (b) prior merit promotion: at equal competence, priority consideration should be given to staff previously promoted on merit who are now applying to a post at their personal grade.
50. In addition, should the Interview Panel recommend a staff member candidate for a post at a higher grade (promotion), the Panel ensures that relevant promotion criteria are taken into account:
  - (a) Performance: the staff member has demonstrated, at a minimum, a consistently satisfactory level of performance (as attested by his/her performance report);
  - (b) Additional tasks or achievements performed by the staff member, as evidenced by appropriate documentation shall also be taken into account.

#### Former staff members and candidates from UN Agencies

51. Priority consideration shall also be given, on the basis of equal competence, to:
  - (a) Former staff members with at least one year's service, who were separated during the previous two years because of the abolition of posts.
  - (b) Staff members already in the service of the United Nations or other Specialized Agencies, subject to reciprocity for the recruitment of UNESCO staff members as it might be provided by the Staff Regulations and Rules of their respective Agency.

#### Gender Parity

52. In considering candidates who are not staff members, the Interview Panel should take into account the need to achieve gender parity.

#### Reference Checks

53. The supervisor of the post ensures that at least two reference checks for each candidate who is not a staff member are obtained, using the standard format ([HR Form 5-8](#)) for reference checks.
54. HRM conducts additional reference checks (such as with former employers) and background checks (such as educational qualifications, etc.) as required ([Appendix 5 D](#), Guidelines on Reference Checks and [HR Form 5-8](#)).

#### **Recommendation for Appointment**

55. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these

should be reported in the written recommendation of the Panel.

56. In the case that the Interview Panel has not identified at least two qualified candidates who can be recommended for appointment, it shall clearly indicate the reasons thereof in its recommendation.
57. The Chair of the Interview Panel prepares the recommendation of the Panel which includes:
  - (a) The short-list of recommended candidates for appointment in order of merit.
  - (b) An individual evaluation for each candidate interviewed.
  - (c) An individual evaluation for staff member candidate(s) not interviewed.
  - (d) For each recommended candidate:
    - i) Copy of the CV
    - ii) Copies of performance evaluation reports covering the last two years, where available. This applies to candidates from UN Agencies or other International Organisations.
    - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required.
58. The Chair ensures that the recommendation is shared with members of the Interview Panel for their comments.
59. The Chair of the Interview Panel submits the recommendation to the Sector ADG/Director of Bureau/Division concerned for approval. Upon approval, the Sector ADG/Director of Bureau/Division submits the recommendation with the documents listed in paragraph 57 to the Chairperson of the Appointment Review Board (ARB), via HRM.
60. In addition to the documents listed under paragraph 57, the following documents are submitted to HRM:
  - (a) The Statement of Confidentiality signed by each staff member participating in the pre-selection and in the Interview Panels.
  - (b) Copies of diploma(s)/certificate(s) and their translation in English or French.
  - (c) A copy of a valid passport and/or identity document establishing the right to work in the duty station.

#### **Review of recommendations for appointment by HRM**

61. HRM reviews all recommendations for appointment for General Service posts at Headquarters prior to their submission to the Appointment Review Board (ARB), to ensure that:
  - (a) The recommendation is complete.
  - (b) The selection procedures and criteria have been complied with, the recommendation is consistent with the recruitment requirements contained in the vacancy notice and that performance reports have been taken into account.
62. Where applicable, HRM verifies the reference checks, and the diploma(s)/certificate(s), including those obtained by staff members after their entry on duty.
63. HRM advises Sectors/Bureaux/Divisions on all matters related to the recruitment process. If the selection procedures and criteria have not been observed or the recommendation is not fully documented, HRM/Staffing may request a review by the Sector/Bureau/Division concerned and a re-submission of the recommendation.

#### **Online review by the Appointment Review Board (ARB)**

64. HRM coordinates the online ARB consultations, and submits online the documentation to the ARB members for consideration
65. The ARB advises the Director-General on the appointment (one year or longer) of fixed-term staff to General Service posts at Headquarters. The role of the ARB is of an exclusively advisory nature. ([Staff Rule 104.1 bis](#))
66. In its review, the ARB shall ensure that the recruitment process complies with the Staff Regulations and Rules, and with existing policies and procedures in the Organization.

#### **Composition of the Appointment Review Board (ARB)**

67. The Appointment Review Board shall consist of a Chairperson and four members, two from the list of staff members appointed by the Director-General and two from the list of staff members appointed by the staff associations.
68. The non-voting Chairperson shall direct the online discussions and draft the recommendation. He/she shall be chosen for each session by HRM from a panel of 20 to 30 staff members who are appointed by the Director-General after consultation with Staff Associations and are considered to be representative. The term of office of the staff members appointed by the Director-General to chair the Appointment Review Board is two years. They shall not serve more than two successive terms of office. The Chairperson's grade must at least be equal to that of the post to be considered by the Board.
69. For each Appointment Review Board, HRM chooses four members from a list of 60 staff members at Headquarters and in the field. This list shall consist of 30 staff members appointed by the Director-General and of 30 staff members appointed by the Staff Associations. Two thirds of the staff members shall consist of International Professional category staff at Headquarters and in the field and one third shall consist of General Service category staff at Headquarters. On each list (appointed members by the Director-General and by the Staff Associations), no more than five members in each category may hold the same nationality.
70. The members of the Board appointed by the Director-General and by the Staff Associations shall serve a two-year term of office, renewable, with a maximum duration of four years in office. The list of members appointed by the Director-General and by the Staff Associations shall also be renewed if at least 30% of the staff members on either list are no longer in a position to serve their term of office. All members shall remain in office until their successors have been appointed.
71. Lists of the Appointment Review Board's Chairpersons and members will be published via an Information Circular. ARB Chairpersons and members shall sign a Statement of Confidentiality upon designation ([HR Form 5-6](#)).

#### Table 5-4: Procedure for ARB consultations

- HRM organizes ARB consultations. Consultations between the ARB Chairperson and members are conducted via online means including, but not limited to, e-mail, Skype and videoconferencing.
- HRM organizes the ARB consultations as soon as possible after receipt of the complete recommendation file, and to the extent possible within 10 calendar days of such receipt.
- For each consultation, HRM selects the Chairperson and the four members, taking into account the category (International Professional or General Service) of the post under review, as well as the following requirements: ARBs shall not include any staff member from the Sector/Bureau/Office, Field Office/Category I Institute of the staff member or post under consideration, nor shall it select, as far as possible, more than one member of the same nationality.
- The Chairperson's grade must be equal to, or higher than, that of the post to be considered.
- ARB members should be in the same category as the post(s) under review. One of the ARB member may be a staff member from the other category.
- ARBs shall not include any member involved in the pre-selection and/or from the Interview Panel having considered the post(s) submitted to it.
- Members who might have any conflict of interest or potential conflict of interest should disclose it in writing to HRM who will decide on the course of action (see [HR Appendix 5-B](#) - Guidance Note on Conflict of Interest in the Recruitment and Selection Process).
- Documents relating to the cases under consideration shall be made available to ARB members online.
- HRM will provide its assistance and administrative support to the ARB.
- The ARB has 7 calendar days, to the extent possible, to review and endorse the recommendation submitted. It may request additional clarifications from a representative of the Sector/Bureau/Office concerned.
- The ARB recommendations are normally reached by consensus. The ARB recommendation, including dissenting opinions, if any, is prepared by the Chairperson. The recommendation is electronically endorsed by all ARB members.
- The ARB submits its recommendation to the Director-General via DIR/HRM.
- The exchanges of the ARB are strictly confidential. Any breach of confidentiality shall be treated as misconduct under the provisions of the Human Resources Manual ([Chapter 11](#)) and may lead to disciplinary action. In this regard, all ARB members shall sign a [Statement of Confidentiality \(HR Form 5-6\)](#) at the beginning of their tenure.
- Participation in an ARB shall be regarded as official duty for those concerned. The supervisors shall ensure that ARB members are given the necessary latitude for their participation.



## F. Decision of appointment

Staff Regulations [1.2](#) and [4.1](#)

72. Sector ADGs and Directors of Bureaux have the authority to appoint staff in the General Service category at Headquarters. ADGs and Directors of Bureaux should ascertain that the most suitable candidate is appointed based on considerations of technical competence, efficiency and integrity, and that he/she fully meets the requirements of the post.

### Notification of the decision of appointment and feedback

73. HRM informs by e-mail the successful candidate, with a copy to the Sector ADG/Director of Bureau/Division and to the AO concerned, of the decision on the appointment.
74. All unsuccessful candidates are also informed by HRM by e-mail after reception of the letter of acceptance signed by the successful candidate.
75. The immediate supervisor of the post under recruitment provides feedback to unsuccessful staff member candidates who were interviewed. Upon request, feedback may also be provided to all other unsuccessful staff member candidates not interviewed, as well as those unsuccessful non-staff member candidates who were interviewed.

## G. Letter of appointment

76. HRM issues the letter of appointment to the successful candidate upon receipt of the file of the appointed candidate including a copy of the decision of the Sector ADG/Director of Bureau, the vacancy notice concerned, a CV, the diploma(s)/certificate(s), valid passport(s), the completed post modification (recruitment) workflow or [Form HR 5-3](#) recruitment action requested and the job description of the post.

### If a candidate does not accept an offer of appointment

77. In the case that the appointed candidate does not accept an offer of appointment within fifteen calendar days of receipt, the Sector/Bureau/Division, upon consultation with HRM, shall recommend to the Sector ADG/Director of Bureau the appointment of another short-listed candidate, if available, and as a general rule, the next one in the order of merit.
78. A short-list remains in force for twelve months from the appointment decision. Should the appointed candidate resign within this period, the Sector/Bureau/Division, upon consultation with HRM, may decide to recommend another short-listed candidate, if available, who, as a general rule, shall be the next one in the order of merit.

## H. Grade and step on appointment

### [Staff Rule 103.3](#)

79. Upon initial appointment, a staff member shall normally be placed in the first step of the level of the post, unless conditions as set out in the [HR Manual Item 4.6 paragraphs 28 and 29](#) allow for granting additional steps.

## I. Medical clearance

### [Staff Regulation 4.6](#) and [Staff Rule 104.9](#)

80. The appointment of those candidates who are not staff members is subject to medical clearance (see [HR Manual Item 5.2, paragraphs 26 to 32](#)) by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer transmits the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/SES of the required medical clearance.
81. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are communicated neither to the Administration nor to any other service.

## J. Legal entitlement to work in the country of duty station

82. Offers of appointment shall be made subject to confirmation that a selected candidate is legally entitled to work in the country of the duty station. Under no circumstances shall a selected candidate take up the duties before this right has been established.



### Procedures

1. [HR Procedure 5.2 – Preparation of Vacancy Notices](#)

### Staff Regulations

1. [Staff Regulation 1.2](#)
2. [Staff Regulation 4.1, 4.1.1](#)
3. [Staff Regulation 4.3, 4.3.1](#)
4. [Staff Regulation 4.4](#)

### Staff Rules

1. [Staff Rule 104.1 bis - Appointment Review Board](#)
2. [Staff Rule 104.2 - Limitations on employment](#)
3. [Staff Rule 104.9 - Medical examinations](#)

**Circulars****Key Documents****Forms**

1. [Form HR 5-6 Statement of Confidentiality \(ARB\)](#)
2. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)
3. [Form HR 5-8 Rev - Reference request](#)

**Links****Appendices**

1. [HR Appendix 5-B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)
2. [HR Appendix 5 D - Guidelines How to take reference checks](#)
3. [HR Appendix 5-E – Guidance Note on organizing and conducting tests/assessments exercises](#)
4. [HR Appendix 5 F - Guidelines How to prepare and to conduct a job interview](#)
5. [HR Appendix 5 I - Model Recommendation Memo](#)

## 5.7. Recruitment for General Service posts in the Field

Published on 16.12.2009

Updated on 01.11.2017

- A. Standard recruitment requirements for General Service posts
- B. Advertisement
- C. Application and registration
- D. Preselection and evaluation of candidates for General Service Posts in the Field
- E. Decision of appointment
- F. Letter of appointment
- G. Notification of the decision of appointment and feedback
- H. Grade and step on appointment
- I. Medical clearance
- J. Legal entitlement to work in the country of duty station

### A. Standard recruitment requirements for General Service posts

1. UNESCO applies the following standard recruitment requirements, as a general rule, for minimum educational requirements combined with a minimum number of years of relevant work experience. Although the qualifications required for each post are specified in the individual vacancy notices, the standard recruitment criteria for General Service posts are as illustrated in the Table 5-8 below.

**Table 5-8 : Standard recruitment requirements for General Service posts**

Grade	Minimum number of years of relevant work experience	Education
G-1/G-2	Less than 2 years	Secondary education/ apprenticeship
G-3	Minimum 2 years	Secondary, technical or vocational school
G-4	Minimum 3 years	
G-5	Minimum 5 years	
G-6	Minimum 8 years	
G-7	10 years and above	

#### Legal entitlement to work in the country of the duty station for locally recruited General Service staff

2. Candidates for local recruitment should be entitled to work in the country of the duty station.

#### Recruitment criteria

##### Education

3. Candidates for posts in the General Service category are required to be graduates of a secondary, technical or vocational school and, as the case may be, have secretarial, business or commercial qualifications.

##### Work experience

4. The nature of the required work experience should be relevant to the functions of the post, as reflected in the job description and vacancy notice.
5. Work experience is measured taking into account the following:
  - (a) Length of work experience: Internships may be counted, if the professional experience acquired is relevant to

the requirements of the post in question. Relevant work experience can be acquired on a full-time or part-time basis. Experience acquired on a part-time basis should be credited proportionally to the time worked.

- (b) Relevance of work experience: Work experience will only be significant if the experience acquired is relevant to the functions of the post. To be relevant, the work experience should have contributed to the development of the candidate's professional competencies and skills, and should have prepared the candidate to perform the functions of the vacant post.
- (c) Actual performance and achievements, and type of work experience should be closely considered, with due regard being given to the level/scope of responsibility, performance assessments and tangible results achieved. Reference checks may help to verify the actual performance and quality of experience of candidates.

### **Competencies**

- 6. Core values and core competencies defined by the UNESCO Competency Framework, and which are required from UNESCO staff, will be indicated in the vacancy notice.

### **Job-required skills**

- 7. Job-related skills required for a post are indicated in the vacancy notice. The level of skills required should be commensurate with the functions of the post. Job-related skills represent abilities to perform well the required activity or task showing the necessary knowledge and/or training. Examples of job-required skills include, but are not limited to, drafting, client-orientation, and technical skills.

### **Language skills**

[Staff Rule 104.2 \(bis\)](#) ; [Rules of Procedure of the General Conference, Rule 50](#), [Languages of the Organization: AM Item 1.9](#)

- 8. English and French are the working languages of the Secretariat.
- 9. Candidates for General Service posts in the Field shall demonstrate an excellent knowledge of at least one working language of the Secretariat (English or French). A good knowledge of the other working language is an asset, and in some specific cases, shall be required. Knowledge of the other UNESCO official languages – Arabic, Chinese, Russian and Spanish - is an asset, and in some specific cases, may be required.
- 10. Candidates for General Service posts shall demonstrate a very good knowledge of the official language of the country of the duty station, and if different, of the working language of the Office where they have to work.

## **B. Vacancy notice preparation (HR Procedure 5.2)**

- 11. Vacancy notices are prepared by the supervisor of the post and cleared by the Director/Head of Office (or his/her delegated authority). Vacancy notices should include an overview of the main responsibilities and functions of the post based on the job description, and establish the essential and desirable recruitment requirements for the post (For the preparation of vacancy notices, see [HR Procedure 5.2](#)).
- 12. The essential recruitment requirements for a post cannot be changed during the recruitment process. Once a vacancy has been published, it must be re-advertised if changes are made to the essential recruitment requirements.

## **C. Advertisement**

- 13. General Service posts in the Field are advertised for periods between two weeks and one month.
- 14. Vacancy notices are issued by the concerned Field Office for wide circulation in the local media including newspapers, journals, diplomatic and UN Agency Offices, universities etc. in order to attract a large, diverse pool of candidates.

## **D. Application and registration**

- 15. All candidates are required to apply for advertised vacancies in accordance with instructions set out in the Vacancy Notice.
- 16. Applications received after the closing date set in the Vacancy Notice shall not be accepted.

## **E. Pre-selection and evaluation of candidates for General Service posts in the**

## Field

### Pre-selection

17. The purpose of the pre-selection is to review the applications against the requirements for the post and establish a list of candidates retained for interview.
18. The pre-selection is conducted by the supervisor of the post or his/her designate(s) and one staff member in the Professional category or at a Senior General Service grade (G-6 or above).
19. The supervisor of the post shall:
  - (a) Review the candidates against the requirements of the post as set out in the vacancy notice.
  - (b) Establish a list of candidates retained for interview(s). As a general rule, any staff member, who meets all the essential recruitment requirements of the post, should be considered for an interview.
20. The supervisor ensures that candidates retained for interview do not fall under instances of limitations to recruitment (such as family relationships, age, status etc.) as listed in [HR Item 5.2.C](#).
21. The supervisor of the post ensures that he/she and the other staff members conducting the pre-selection sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

### Tests and Preliminary Interviews

22. Assessment exercises such as written tests, content tests and other tests formats, may be applied during the recruitment process to evaluate the candidates' knowledge, skills, abilities and competencies in order to determine their suitability for the post. In such cases, vacancy notices should include a notice on their use during the recruitment process.
23. The supervisor of the post prepares and conducts the tests. HRM may, on request, assist the supervisor of the post with the preparation and conduct of the tests. Guidance is set out in [Appendix 5-E](#) (Guidance Note on Organizing and Conducting Tests/Assessment Exercises).
24. Prior to the administration of the tests, the supervisor shall determine whether the results of the tests are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the tests shall not be invited to the interview. The supervisor prepares a summary of the tests results which is kept in the post file retained in the Office.
25. If necessary, the supervisor conducts preliminary interview(s) by tele/videoconference or via relevant e-tool(s) to assess a candidate's motivation, communication, language and other related skills. HRM may on request, assist the supervisor of the post with the preparation and conduct of the preliminary interviews. Prior to the conduct of the preliminary interview, the supervisor shall determine whether the results are eliminatory or not, and inform the candidates accordingly. In the case that the results are eliminatory, the candidates who did not pass the preliminary interview shall not be retained for further evaluation. The supervisor prepares a summary of the results of the preliminary interviews which is kept in the post file retained in the Office.
26. A combination of tests and preliminary interviews may be used. The supervisor will determine whether the tests and/or the preliminary interviews are eliminatory, and inform candidates accordingly.
27. The supervisor completes an evaluation for each staff member candidate who is not retained for interview.

### Interviews and Evaluation

28. The Interview Panel evaluates the suitability of pre-selected candidates for the post in terms of knowledge, skills and competencies, and establishes a short list of candidates recommended for appointment in order of merit.

### Composition of the Interview Panel

29. The Director/Head of Office sets up an Interview Panel to interview the pre-selected candidates.
30. The Interview Panel is chaired by the immediate supervisor of the post and includes at least two staff members at the same or at a higher grade level than the post under recruitment. One of the two members of the Panel should be a representative (or designate) of the Bureau/Sector concerned, who can participate in the interview (via tele/audio conference). As appropriate, the Director of the Regional Office may also be invited to participate in the interview.
31. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview

Panel, unless otherwise authorized by DIR/HRM.

32. When necessary, the Interview Panel may include an expert, external to the Organization, to bring technical/specific expertise to the evaluation of candidates on a consultative basis. Staff members from other UN Organizations or agencies may also participate in the Interview Panel, if required.
33. The composition of Interview Panels is as indicated in Table 5-8 below:

**Table 5-8 : Composition of Interview Panels for GS posts in the Field**

Post	Chair	Members
General Service Post in the Field	Supervisor of the post	1 staff member, from the Bureau/Sector concerned (via tele/audio conference), at the same or higher grade than the post in question.
		1 staff member at the same or higher grade than the post in question.
		<b>Optional:</b> The Director of the Regional Office.

#### Preparation of the Interview

34. When invited for interviews, staff members and candidates from UN Agencies or other International Organizations are asked to submit their performance report(s) covering the last two years.
35. Non staff member candidates are requested to provide copies of their diploma(s)/certificate(s), with a translation in French or English, where necessary, and valid passport. Staff member candidates shall submit a copy of diplomas/certificates obtained after their entry on duty. The AO of the Office certifies the diplomas/certificates and passport submitted by candidates.
36. The Chair ensures that he/she and the members of the Interview Panel sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

#### Mandate of the Interview Panel

37. The Interview Panel shall:
  - (a) Interview the pre-selected candidates to assess their knowledge, competencies and skills.
  - (b) Evaluate interviewed candidates against the recruitment requirements of the post, as set out in the vacancy notice, taking into account all relevant factors, which may include the performance appraisal report(s) of the candidates, results of assessment exercises, if applicable, etc.
  - (c) Establish a short-list of candidates recommended for appointment in order of merit. Only candidates who meet all the essential recruitment requirements as set out in the vacancy notice shall be recommended for appointment.

#### Interviews

38. During the interview the Interview Panel seeks to evaluate the candidate's knowledge, competencies and skills with a view to determining whether the individual's qualifications and personal qualities match the requirements of the post. The interview also allows candidates to obtain important information about the duties and responsibilities of the post and the conditions of service.
39. The Interview Panel conducts interviews according to guidelines, including the [UNESCO Competency-Based Framework](#), which are established for that purpose. Additionally, the Director/Head of Office may wish to individually speak with candidates who were interviewed by the Interview Panel for further evaluation.
40. Where deemed necessary, further interviews with one or several candidates may be conducted by the Panel.
41. The interview is an essential part of a candidate's overall evaluation, however, it should not take primacy over the other elements of the evaluation process and it should be given equal consideration in the overall determination of a candidate's suitability for the post.
42. If invited to a face-to-face interview, travel expenses may be reimbursed to the candidate(s), subject to availability of funds, checked in advance with the AO of the Sector/Bureau concerned at Headquarters.

#### Evaluation of the candidates

43. The criteria against which the candidates are evaluated shall be consistent with the vacancy notice (i.e. education,

work experience, competencies, job-related skills, and language requirements).

44. Priority consideration shall be given to qualified staff member candidates, on the basis of equal competence. Equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills) (see [HR Manual Item 5.2 A and B](#)).
45. In evaluating the candidates, the Interview Panel shall take into account.
- (a) The performance assessment reports of each candidate over the preceding two years if available;
  - (b) Prior merit promotion: at equal competence, priority consideration should be given to staff previously promoted on merit who are now applying to a post at their personal grade.
46. In addition, should the Interview Panel recommend a staff member candidate for a post at a higher grade (promotion), the Panel ensures that relevant promotion criteria are taken into account:
- (a) Performance: the staff member has demonstrated, at a minimum, a consistently satisfactory level of performance (as attested by his/her performance report);
  - (b) Additional tasks or achievements performed by the staff member, as evidenced by appropriate documentation shall also be taken into account.

#### Former staff members and candidates from UN Agencies

47. Priority consideration shall also be given, on the basis of equal competence, to:
- (a) Former staff members with at least one year's service, who were separated during the previous two years because of the abolition of posts.
  - (b) Staff members already in the service of the United Nations or other Specialized Agencies, subject to reciprocity for the recruitment of UNESCO staff members as it might be provided by the Staff Regulations and Rules of their respective Agency.

#### Gender Parity

48. In considering candidates who are not staff members, the Interview Panel should take into account the need to achieve gender parity.

#### Reference Checks

49. The supervisor of the post also ensures that at least two reference checks for each candidate who is not a staff member are obtained, using the standard format ([HR Form 5-8](#)) for reference checks. HRM may assist the supervisor, on request, with additional reference checks (such as with former employees) and background checks (such as educational qualifications), as required. ([Appendix 5-D. Guidelines on Reference Checks](#)).

#### Recommendation for appointment

50. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.
51. The Chair of the Interview Panel prepares the recommendation of the Panel, which includes:
- (a) The short-list of recommended candidates for appointment in order of merit.
  - (b) An evaluation of each candidate interviewed.
  - (c) An evaluation of each staff member candidate(s) not interviewed.
  - (d) For each recommended candidate:
    - i) Copy of the CV ([HR Form 5-1](#) or P11).
    - ii) Copies of performance evaluation reports covering the last two years, where available. This also applies to candidates from UN Agencies or other International Organisations.
    - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required.
  - (e) Copies of diploma(s)/certificate(s) for non staff member candidates; copies of diplomas/certificates obtained after the entry on duty for staff member candidates and their translation in English or French (certified by the AO of the Office).
  - (f) A copy of a valid passport (certified by the AO of the Office) for non staff member candidates.
  - (g) The Statement of Confidentiality signed by each staff member participating in the Pre-Selection and in the

Interview Panels ([HR Form 5-7](#)).

52. The Chair of the Interview Panel ensures that the recommendation is shared with members of the Panel for their comments. He/she submits the recommendation to the Director/Head of Office concerned for approval and submission to HRM.
53. In addition to the documents listed in paragraph 51, the following documents shall be submitted:
  - (a) [Form HR 5-3](#) for **appointment action requested**, indicating the name of the selected candidate and the expected date of entry.
  - (b) A copy of the vacancy notice.
  - (c) A copy of the classified Job Description (JD).
54. The Director/Head of Office submits the complete recommendation file to HRM, via the AO of the Sector/Bureau concerned who ensures that [Form HR 5-3](#) is duly validated by BFM/BMR in support of the appointment.

## F. Decision of appointment

Staff Regulations [1.2](#) and [4.1](#)

55. Directors/Heads of Offices have the authority to appoint staff in the General Service category in the Field. Directors/Heads of Offices should ensure that:
  - (a) The most suitable candidate is appointed based on considerations of technical competence, efficiency and integrity, and that he/she fully meets the requirements of the post.
  - (b) Satisfactory reference checks have been obtained for the candidate recommended for appointment and reflected in the recommendation of the Interview Panel.
  - (c) Academic diploma(s)/certificate(s) and evidence of legal entitlement to work in the country of the duty station have been verified for the external candidate recommended for appointment.

## G. Notification of the decision of appointment and feedback

56. For Field Office staffed with an internationally recruited Administrative Officer, the Director/Head of Office shall be responsible for issuing a letter of appointment, a copy of which shall be transmitted to HRM/SES. In the other cases, Chief HRM/SES shall issue the letter of appointment.
57. All unsuccessful candidates are also informed by e-mail by the Field Office concerned, after reception of the letter of acceptance signed by the successful candidate.
58. The immediate supervisor of the post under recruitment provides feedback to unsuccessful staff member candidates who were interviewed. Upon request, feedback may also be provided to all other unsuccessful staff member candidates not interviewed, as well as those unsuccessful non-staff member candidates who were interviewed.

### If a candidate does not accept an offer of appointment

59. In the case that the appointed candidate does not accept an offer of appointment within fifteen calendar days of receipt, the Director/Head of Office, upon consultation with HRM, shall recommend the appointment of another short-listed candidate, if available, and as a general rule, the next one in the order of merit.
60. A short-list remains in force for twelve months from the appointment decision. Should the appointed candidate resign within this period, the Director/Head of Office, upon consultation with HRM, may decide to recommend another short-listed candidate, if available, who, as a general rule, shall be the next one in the order of merit.

## H. Grade and step on appointment

[Staff Rule 103.3](#)

61. Upon initial appointment, a staff member shall normally be placed in the first step of the level of the post, unless conditions as set out in the HR Manual Item 4.6 para 28 and 29 allow for awarding additional steps.

## I. Medical clearance

[Staff Regulation 4.6](#) and [Staff Rule 104.9](#)

62. The appointment of those candidates who are not staff members is subject to medical clearance (see [HR Manual Item 5.2, paragraphs 26 to 32](#)) by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer transmits the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/SES of the required medical clearance.
63. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are communicated neither to the Administration nor to any other service.

## **J. Legal entitlement to work in the country of duty station**

64. Offers of appointment shall be made subject to confirmation that a selected candidate is legally entitled to work in the country of the duty station. Under no circumstances shall a selected candidate take up the duties before this right has been established.



### **Procedures**

1. [HR Procedure 5.2 – Preparation of Vacancy Notices](#)

### **Staff Regulations**

1. [Staff Regulation 1.2](#)
2. [Staff Regulation 4.2, 4.2.1](#)

### **Staff Rules**

1. [Staff Rule 104.2 - Limitations on employment](#)
2. [Staff Rule 104.2 bis - Eligibility requirements for recruitment](#)
3. [Staff Rule 104.9 - Medical examinations](#)

### **Circulars**

### **Key Documents**

### **Forms**

1. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)
2. [Form HR 5-8 Rev - Reference request](#)

### **Links**

### **Appendices**

1. [HR Appendix 5-B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process](#)
2. [HR Appendix 5 D - Guidelines How to take reference checks](#)
3. [HR Appendix 5-E – Guidance Note on organizing and conducting tests/assessments exercises](#)

## 5.8. Promotion

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### A. Definition

1. Promotion is the advancement of a staff member to a higher grade.

### B. General framework

2. Promotions may be effected by:
  - (a) appointment of a staff member to a post at a higher grade through the competitive recruitment process;
  - (b) promotion of the incumbent in a reclassified post; or
  - (c) granting to the staff member a promotion to the next grade without affecting the grade level of the post occupied (merit promotion) (see paragraph 29).

### C. Promotion criteria

3. To be eligible for promotion a staff member must:
  - (a) Meet all the essential requirements of the post, including the requisite technical and/or managerial competencies, as reflected in the job description;
  - (b) Demonstrate, at the minimum, a consistently good level of performance;
  - (c) For posts with managerial functions at P-5 and above levels, a staff member must demonstrate the ability to assume managerial functions effectively:
    - (i) through performance records;
    - (ii) where required, through the appropriate Assessment Center, when established; and/or
    - (iii) through other evidence of ability to perform functions at the level of the post, including temporary assignments, missions or other tasks involving the performance of functions at a higher level;
  - (d) Prior field assignments: In the case of promotions to P-4 and above, a staff member on a post subject to geographical mobility will be required to have completed at least one geographical assignment for a minimum duration equal to the applicable time in-post [1]
  - (e) In the case of promotion from General Service to Professional category, a staff member must demonstrate the ability to exercise functions at the Professional level;
  - (f) In the case of reclassification, the incumbent of the post concerned must have performed the functions at a level higher than their present post for at least one year.
  - (g) Additional tasks performed by the staff member, as evidenced by appropriate documentation, shall also be taken into account.
4. All staff promoted to managerial posts at P-5 level and above should either have undertaken training in leadership and management skills, with emphasis on people management skills, or should undertake such training within a period of twelve months of the promotion.
5. HRM/Staffing reviews all recommendations for promotions for compliance with the promotion criteria.

### D. Promotion by appointment to a post of a higher grade

6. Promotion shall be primarily based on a competitive selection process for vacant posts at a higher grade. To be promoted to a post of a higher grade for which they meet the recruitment criteria, staff members should apply for a vacant post of a higher grade and be selected for appointment in accordance with the rules and procedures governing the recruitment process.  
For information on the recruitment process for:
  - (a) International Professional and above posts, see [HR Item 5.3](#);
  - (b) National Professional Officer posts, see [HR Item 5.5](#);
  - (c) General Service posts at Headquarters, see [HR Item 5.6](#);
  - (d) General Service posts in the Field, see [HR Item 5.7](#);
7. With exception of Director and Head of Field Office posts, as well as National Professional Officer posts and General Service posts in the Field, the Appointment Review Boards (ARBs) shall review the recommendations for promotion to higher-graded posts for compliance with both the recruitment process and promotion criteria, (see paragraphs 3 to 5 above) and submit their recommendation, via HRM, to:
  - (a) The Director-General for appointments to posts in the International Professional category; and
  - (b) ADGs/Directors of Bureaux for appointments to posts in the GS category at Headquarters.

#### Effective date of promotion

8. Promotion takes effect from the date on which the staff member takes up the duties of the post to which he/she has been promoted. Staff members receive from HRM/SES a transfer letter and a copy of the Notification of Personnel Action indicating the effective date of promotion.
9. When a staff member is promoted within the same organizational unit, he/she shall normally take up the duties of the post to which he/she has been promoted immediately following the decision of appointment.
10. When a staff member in the Professional category and above is promoted to another organizational unit at Headquarters, he/she shall be available to join that unit within 20 working days of the formal decision of appointment. This period may be extended by agreement between the units concerned.
11. When a staff member in the General Service category is promoted to another organizational unit at Headquarters, he/she shall be available to join that unit within 10 working days of the formal decision of appointment. This period may be extended by agreement between the units concerned.
12. When a staff member is transferred between duty stations, HRM/SES shall consult the staff member and the department(s)/office(s) concerned on the effective date of promotion.

### E. Promotion in a reclassified post

13. Staff members may be promoted to a higher grade following the reclassification of the post they are occupying, provided that the promotion criteria (as set out in paragraph 3) are met. The criteria of field experience (paragraph 3 (d)) is not applicable in the case of promotion through reclassification.
14. Following the reclassification of a post, the Sector ADG, Director of Bureau/Office, Head of Field Office, Director of Institute confirms in writing to DIR/HRM that the promotion criteria above are met.
15. DIR/HRM or delegated authority ensures that the criteria for promotion are complied with, including performance criteria, as attested by the latest(s) performance report(s).
16. HRM notifies the promotion decision to the staff member concerned via a notification of personnel action.

**Effective date of promotion**

17. The effective date of promotion shall be one year from the date at which the staff member has effectively started to perform the functions, satisfactorily, at a higher level, as confirmed by the supervisor and provided that the criteria for promotion are met (paragraph 3 above). The effective date of promotion shall not precede the effective date of the reclassification decision.

For information on the rules and procedures of the reclassification process, see [HR Manual Item 3.1](#) - Classification system.

**F. Promotion after initial appointment in a P-1/2 or P-2/3**

18. Staff members appointed at the P-1 level in P-1/P-2 posts; or at the P-2 level in P-2/P-3 posts (where such posts are established for specific language functions) shall be considered for a promotion to P-2 or P-3, respectively, after 2 years of satisfactory service.

19. The recommendation of the immediate supervisor for promotion from P-1 to P-2 or P-2 to P-3 in P-1/2 and P-2/3 grades shall be accompanied by a performance report (with a rating of "fully meets expectations"). The recommendation shall be endorsed by the ADG or Director of Bureau and submitted to Director HRM.

20. The AO of the Sector/Bureau submits a Form HR 5-3 to HRM/SES via BFM.

21. HRM ensures compliance with promotion criteria. Promotions in P-1/2 and P-2/3 grades are approved by Director HRM.

**Effective date of promotion**

22. Promotion normally takes effect two years after the date of appointment to the lower grade, provided the conditions in Paragraph 21 are met.

**G. Determining the step-in-grade upon promotion**

For information on how the step-in-grade upon promotion is determined, see HR Manual Item 4.6, paragraphs 36 to 38.

**H. Determining the grade upon promotion from GS to the P-1/P-2 grades**

23. Upon promotion of staff from General Service grades to the grades of P-1/P-2, the following principles shall apply:

Promotion from GS at or below G-5 to International Professional posts

24. General Service staff at or below grade G-5 (or L5/ND5 in field offices) shall be appointed at the P-1 level. After 2 years, subject to confirmation of satisfactory performance, they shall be promoted to P-2.

Promotion from G-6/G-7 to International Professional posts

25. Staff at G-6 or G-7 grades (L6, L7, ND6, ND7 in field offices) shall be appointed at the P-2 level.

**I. Notification to the Executive Board**

Basic Texts, Rules of procedures of the Executive Board, Rule 59

26. The Director-General shall inform the Executive Board of the promotions to the D-1 level and above.

**J. The Merit Promotion Programme****Basic principles**

27. The basic principles governing the Merit-Promotion programme are the following:

- (a) It complements the standard types of promotions in place in the Organization (i.e. competitive selection to a higher-graded post, which is the primary avenue, and job reclassification), which will continue to be granted according to the approved criteria[1];
- (b) It is based on merit; evidence of merit through specific examples of demonstrated results shall be required;
- (c) The merit-promotion recommendation process shall be integrated in the performance assessment process;
- (d) It shall be open, transparent and fair;
- (e) Promotions should be granted on the basis of objective criteria such as results, performance, ability to perform at a higher level and mobility (geographical/functional);
- (f) There shall be a limited number of promotions granted per biennium, as approved by the Director-General.

**Definitions**

28. For the purpose of this programme, merit is defined as:

- (a) A demonstrated ability, achievement or contribution that clearly benefits UNESCO's programmes and/or services;
- (b) Evidenced by critical incidents of superior or excellent performance;
- (c) The staff member must have exceeded the tasks assigned, and have the ability to perform at a higher level than the current grade of his/her post.

**Description**

29. A merit promotion is a promotion of a person to the next grade, without affecting the grade level of the post occupied.

**Eligibility**

30. The Merit Promotion programme applies to UNESCO staff members who have served on fixed-term or indeterminate contracts for 4 years, with no promotion during that period.

#### Merit Promotion quota

31. There shall be, within the merit-promotion quota, a maximum ceiling of merit-promotions for each category (P, G, NO), including separate ceilings for locally recruited General Service in the field.

32. The Director-General shall approve a limited, maximum number of merit-promotions for the biennium within the limits of the budget allocated for merit promotions within the "Reclassification and Merit Promotion Reserve" approved by the General Conference for each biennium. This merit promotion quota shall not exceed 5 % of the Organization's workforce. (For the purpose of this programme, the workforce represents the total number of staff on fixed-term and indeterminate contracts.)

#### Promotion criteria

33. The main promotion criterion is merit, based on results and performance. The criteria include the following:

- (a) Demonstrated results e.g. substantial, displayed, proven achievements for the Organization which clearly benefit UNESCO's programmes and/or services;
- (b) Consistent outstanding performance, commitment and integrity, in the accomplishment of the Organization's objectives in the past 4 years at UNESCO;
- (c) Demonstrated ability to perform at a higher level than the current grade;
- (d) For managerial and supervisory levels, demonstrated or proven ability to effectively manage staff and budgets;
- (e) Proven geographical and/or functional mobility.

#### Ranking of staff: point system

34. To arrive at an objective ranking of the high performing staff, a point system will apply as follows:

- (a) Factors are attributed to each category on the basis of the promotion criteria;
- (b) Points, with a maximum value of 10, are attributed to each factor (see paragraph 37);
- (c) Each factor has a different weighting, based on the relative importance of each category (geographical mobility, for instance, has a greater weight for Professional staff);
- (d) For each factor, points attributed to the candidate are multiplied by the weighting;
- (e) Candidates are ranked according to the total number of points obtained;
- (f) Merit promotions would be recommended for the top scorers, in their order of ranking, up to the maximum quota of each category.

35. The factors and weights shall be as follows:

**Table 5-9 : Merit Promotion - International Professional staff**

Factor	Evidenced by	Points	Weight	Total
1. Substantial achievements beneficial to the Organization	<ul style="list-style-type: none"> <li>• Critical incidents, concrete examples of relevance to the results of UNESCO's programme activities / support services.</li> </ul>	(10)	4	40
2. Consistent outstanding performance for at least 4 years	<ul style="list-style-type: none"> <li>• Performance evaluation reports over 4 years;</li> <li>• Other (notes of appreciation etc.).</li> </ul>	(10)	2	20
3. Demonstrated ability or potential to perform well at the higher grade (based on evaluation of results and contributions)	<ul style="list-style-type: none"> <li>• For managerial and supervisory levels, demonstrated or proven ability to effectively manage people and budgets;</li> <li>• Demonstrated competencies when/as identified in competency framework.</li> </ul>	(10)	2	20
4. Mobility	<ul style="list-style-type: none"> <li>• The number of duty stations at which P staff have served, for at least one year, in UNESCO (two points by duty station);</li> </ul>	(10)	2	20
	<ul style="list-style-type: none"> <li>• Field service in a hardship field duty station (C, D or E) for at least one year;</li> <li>• The number of functional moves across work units (one point per move).</li> </ul>	(10)	2	20

**Total points: 140**

**Table 5-10 : Merit Promotion - General Service Staff (G-1 to G-7) Headquarters/Field**

Factor	Evidenced by	Points	Weight	Total
1. Substantial achievements beneficial to the Organization	<ul style="list-style-type: none"> <li>• Critical incidents, concrete examples of improvements to the results of UNESCO's programme activities / support services.</li> </ul>	(10)	4	40
2. Consistent outstanding performance for at least 4 years	<ul style="list-style-type: none"> <li>• Performance evaluation reports over 4 years;</li> <li>• Other (notes of appreciation etc.).</li> </ul>	(10)	2	20
3. Demonstrated ability or potential to perform well at the higher grade (based on evaluation of results and contributions)	<ul style="list-style-type: none"> <li>• Demonstrated competencies (supervision skills for staff at G-6 level; other competencies when/as identified in competency framework).</li> <li>• Number of moves across work units for staff at HQs and for staff in sizeable Field Offices (one point per move).</li> </ul>	(10)	2	20
4. Functional mobility	This factor does not apply to small Field Offices with less than 20 General Service posts. For these Offices, only three factors apply (1 to 3) for the calculation of points.			

**Total points: 100**

**Table 5-11 : Merit Promotion - National Professional Officers (NOA to NOD, including NOE where applicable) in the field**

Factor	Evidenced by	Points	Weight	Total
1. Substantial achievements beneficial to the Organization	<ul style="list-style-type: none"> <li>Critical incidents, concrete examples of improvements to the results of UNESCO's programme activities / support services.</li> </ul>	(10)	4	40
2. Consistent outstanding performance for at least 4 years	<ul style="list-style-type: none"> <li>Performance evaluation reports over 4 years;</li> <li>Other (notes of appreciation etc.).</li> </ul>	(10)	2	20
3. Demonstrated ability or potential to perform well at the higher grade (based on evaluation of results and contributions)	<ul style="list-style-type: none"> <li>Demonstrated competencies (supervision skills for staff at NOC level and other competencies when/as identified in competency framework).</li> </ul>	(10)	2	20
4. Mobility	<ul style="list-style-type: none"> <li>Moves / Temporary assignments to another work unit.</li> </ul> <p>This factor only applies in Field Offices where the number and profile of NPO posts allow it.</p>	(10)	1	10

**Total points: 90**

### Recommendations

36. Recommendations for merit promotions are integrated in the performance assessment process. The direct supervisor submits a recommendation for merit promotion at the time of the completion of the biennial performance report. These recommendations must be endorsed by the Directors concerned. Recommendations for merit promotions should be made on a separate form annexed to the performance report of the staff member concerned, and forwarded on confidential basis to the Review Panel through the ADG/Director of Bureau/Director of Field Office concerned.

### Review process

37. The Review Panels (which are responsible for reviewing performance reports of staff members in each Sector/Bureau/Office), when reviewing the reports of staff, also examine the recommendations for merit promotions. Each Panel indicates, in particular, whether it supports or not the recommendation, taking into account the established criteria for merit based promotion. In both cases, the Review Panels adds comments to its recommendations.
38. The ADG/Director of Bureau/Office is responsible for endorsing the recommendations for merit promotion, after review by the Review Panels.

### Review process in the Field

39. For AOs in the Field, the recommendations for merit promotion, prepared according to the established criteria, are submitted to the ADG/PAX who will organize the Review Panel.
40. For local staff in the Field, the recommendations for a merit promotion endorsed by the Head of Field Office are forwarded to ADG/PAX.
41. ADG/PAX is responsible for endorsing the recommendations for merit promotion for local Field staff and AOs in the Field.

### Promotion Panel

42. The Director-General establishes a Promotion Panel chaired by the Deputy Director-General. The Panel is composed of five staff members, including two Directors/Heads of Field Offices, designated by the Director-General, and of one representative from each Staff Association as observers. HRM ensures the Secretariat. In the case of equally divided votes, the Chairperson's vote is preponderant. All the proceedings of the Promotion Panel are confidential.
43. The Promotion Panel reviews the recommendations endorsed by the ADGs/Directors of Bureaux or Offices/ADG/PAX and attributes points to each staff member recommended, based on the point system described in paragraphs 36-37. The Promotion Panel also ensures consistency of application of the point system across the Organization. The Panel establishes a list of the top scorers by category, and submits it to the Director-General for decision.

### Final approval and communication

44. The Director-General approves the granting of merit promotions.
45. Staff will be promoted to the next grade on a personal basis. The step on promotion is determined in accordance with [Staff Rule 104.13 \(b\) \(i\)](#). Promotions shall be effective as from the date set by the Director-General. There shall be no retroactivity beyond the biennium during which promotions were granted.
46. Director, HRM notifies the promotion decision to staff concerned. The names of the staff promoted are communicated on the Intranet.
47. Staff promoted on merit who subsequently apply to a post at their personal grade shall be given priority consideration, at equal competence, in the recruitment process.

<sup>[1]</sup> See HR Manual Item 5.10. Until 1 January 2021, a promotion to P-4 and above level can take place with an appointment to a Field or Headquarters position, without having previously completed a geographical assignment.



### Procedures

#### Staff Regulations

- [Staff Regulation 4.2, 4.2.1](#)

#### Staff Rules

- [Staff Rule 103.4 - Salary increments](#)
- [Staff Rule 104.13 - Promotion](#)

#### Circulars

#### Key Documents

#### Forms

#### Links

#### Appendices



## 5.9. Transfer

Published on 16.12.2009

Updated on 01.03.2019

- A. Definitions
- B. General principles
- C. Transfer at equal grade
- D. Transfer to a post of lower grade**

### A. Definitions

1. Transfer is defined as the assignment of a staff member to another post within the Organization.
2. Transfer at equal grade is the assignment of a staff member to another post of equal grade within the Organization.
3. Transfer to a post of lower grade is the assignment of a staff member to a post at a lower grade within the Organization.

### B. General principles

4. Staff members are subject to the authority of the Director-General and to assignment by him/her, with due regard to their qualifications and experience, to any post in the Organization.

### C. Transfer at equal grade

5. Transfers at equal grade may be effected by:
  - (a) Appointment of a staff member to a vacant post at his/her grade level following a competitive recruitment process. In such cases, the rules and procedures applicable to the recruitment process apply. For information on the recruitment process for:
    - (i) International Professional and above posts, see HR Manual Item 5.3;
    - (ii) National Professional Officer posts, see HR Manual Item 5.5;
    - (iii) General Service Posts at Headquarters, see HR Manual Item 5.6;
    - (iv) General Service posts in the Field, see HR Manual Item 5.7.
  - (b) Assignment of a staff member to a vacant post without opening it to recruitment.

Transfer at equal grade without opening a post to recruitment

6. Transfers at equal grade may take place within a Sector/Bureau/Office or across the Organization without opening a post to recruitment.
7. Transfers between duty stations of International Professional staff and above should normally take place within the geographical mobility policy (see HR Manual Item 5.10).
8. Before a transfer decision is taken, the staff member concerned shall be consulted as well as the relevant supervisor(s). Where required, the Director of the Regional Office is consulted on transfers at equal grade of P and above staff.
9. The authority to decide on transfers at equal grade is as follows:
  - (a) For P-5 and above staff, by the Director-General, on recommendation from the ADG/Director of Bureau/Office concerned, in consultation with HRM.
  - (b) P-1 to P-4 staff:
    - Within a Sector/Bureau/Office/Category I Institute: by the ADG of Sector/Director of Category I Institute concerned;
    - Between Sectors/Bureaux/Offices/Field Offices/Category I Institutes: by ADG/ADM, in consultation with HRM;

In case of transfers involving staff in Field Offices/Category I Institutes, the Director/Head of Field Office/Category I Institute shall be consulted.

- (c) For General Service staff at Headquarters:
  - (i) Within a Sector/Bureau/Office - by the ADG concerned;

For transfers of General Service staff within Bureaux/Offices not under the responsibility of an ADG, the concerned Director shall have approving authority.

(ii) Between Sectors/Bureaux/Offices - by DIR/HRM, in consultation with the ADGs concerned.

(d) For General Service and NPO staff within a Field Office/Category I Institute by the Director/Head of Field Office/Category I Institute.

### Temporary transfers

10. DIR/HRM may approve the temporary transfer of a staff member (P and above) to another duty station, on recommendation from the CMO, where the medical grounds justify such transfer.

### Procedure

11. For equal grade transfers within the same Sector/Bureau/Office, the AO concerned submits the Request for Personnel Action ([Form HR 5-3](#)) to HRM/SES.

12. For transfers to an equal grade post to another Sector/Bureau/Office, the AO of the receiving organizational unit prepares the Request for Personnel Action ([Form HR 5-3](#)) and submits a copy to the AO of the releasing department and HRM/SES.

13. HRM/SES prepares and sends a transfer letter to the staff member, informing him/her of the transfer decision. HRM/SES also sends a Notification of Personnel Action to the staff member, the AO of the receiving department and BFM.

### Effective date of transfer at equal grade

14. The transfer shall take effect from the date on which the staff member assumes the duties of the post to which he/she has been transferred. When transferring to another duty station, the effective date is the date when the staff member commences the transfer travel. The appointment letter and the Notice of Personnel Action indicate the effective date of transfer.

15. When a staff member in the Professional category and above is transferred to another organizational unit at Headquarters, he/she shall be available to join that unit within 20 working days of the formal transfer decision. This period may be extended by agreement between the units concerned.

16. When a staff member in the General Service category is transferred to another organizational unit at Headquarters, he/she shall be made available to that unit within 10 working days of the formal transfer decision. This period may be extended by agreement between the units concerned.

17. When a staff member is transferred between duty stations, HRM/SES shall consult the staff member and the field office concerned, following which the effective date of transfer shall be determined.

## D. Transfer to a post of lower grade

18. Necessities of service may require abolition of posts, reduction of staff or downgrading of posts that may entail reassignment of staff to posts of a lower grade.

19. When it is proposed to transfer a staff member to a post of lower grade he or she may elect, in lieu thereof, to be terminated and shall receive notice equivalent to that which would apply in case of termination.

20. If the staff member elects to be terminated he or she shall be treated in all respects as though his or her appointment had been terminated under the Staff Regulations and Rules.

21. If the staff member accepts transfer to a post of lower grade, his or her step in the new grade shall be the step immediately above the salary level before transfer. However, if the previous salary was higher than the salary at the last step of the new grade, the level of his or her remuneration shall be maintained by means of a transitional personal allowance, representing the difference between the two levels of remuneration.

22. In the case of transfer to a post of lower grade because of the abolition of the incumbent's post, the provisions of paragraph 19 above shall apply from the effective date of abolition only.

23. The provisions of Staff Rule 104.14 do not govern demotions by transfer imposed on staff members as a disciplinary measure on grounds of unsatisfactory conduct under the terms of Staff Rules 110.1 (a).

**Determining the step-in-grade upon transfer to a post of lower grade**

For information on how the step-in-grade is determined upon transfer to a post of lower grade see [HR Manual Item 4.6](#), paragraph 40.

**Procedures****Staff Regulations**

1. [Staff Regulation 1.2](#)

**Staff Rules**

1. [Staff Rule 104.12 - Transfer](#)
2. [Staff Rule 104.14 - Transfer to a post of lower grade](#)
3. [Staff Rule 110.1 - Disciplinary measures](#)

**Circulars****Key Documents****Forms****Links****Appendices**

## 5.10. Mobility

Published on 16.12.2009

Updated on 07.12.2018

- A. Geographical mobility
- B. Implementation of geographical mobility
- C. Functional mobility
- D. Implementation of functional mobility
- E. Roles and responsibilities
- F. Support measures
- G. Monitoring and reporting

### A. Geographical mobility

#### Definition

1. Geographical mobility is the reassignment of international Professional and higher categories staff (P/D) from one duty station to another.

#### Legal framework

2. The legal basis for geographical mobility is to be found in Staff Regulation 1.2.:  
"Staff Members are subject to the authority of the Director-General, and to assignment by him or her, with due regard to their qualifications and experience, to any post in the Organization. They are responsible to him or her in the exercise of their functions."
3. In accepting an appointment with the Organization, staff members in the international Professional and higher categories accept to serve the Organization in any post to which they are assigned at Headquarters or in the field.

#### Scope of application

4. Geographical mobility is applicable to all internationally recruited staff in the Professional and higher categories (P/D), on fixed-term appointments, including staff of Category I UNESCO Institutes, irrespective of the source of funding of the post held.
5. Geographical mobility is not applicable to:
  - (a) Junior Professional Officers
  - (b) Staff members on secondment
  - (c) Staff members on Project Appointments
  - (d) Staff members who are within three years of retirement, except if posted in C, D, E duty stations and in non-family duty stations, in which case those staff members can voluntarily opt into the geographical mobility exercise.

#### Objectives

6. Geographical mobility allows the Organization to achieve the following objectives:
  - (a) Being able to respond effectively to operational needs and priorities by ensuring that international Professional and higher categories of staff members with the appropriate competencies, skills and qualifications can be assigned to all duty stations, as and when required.
  - (b) Providing staff members with enriching and diverse opportunities which can contribute to their career development and professional growth.
  - (c) Ensuring that UNESCO has a mobile, versatile and flexible workforce, with complementary operational experiences at both Headquarters and in the Field operations.

#### Basic Principles

7. The principles underpinning geographical mobility in UNESCO are as follows:
  - (a) Geographical mobility is driven by operational needs and organizational priorities, i.e. by the need to ensure an effective delivery of UNESCO's programmes.
  - (b) Geographical mobility is mandatory and is applicable to internationally recruited staff in the Professional and higher categories holding fixed-term appointments.
  - (c) Geographical mobility is an important element of the Organization's Human Resources Strategy, including HR planning. It is also an integral part of internationally recruited staff members' career development.
  - (d) Due consideration is given to the assignment preferences expressed by staff members and to their personal and family circumstances assessed on a case-by-case basis.
  - (e) Due consideration is given to the need to promote geographical and cultural diversity, as well as gender balance at Headquarters and in the Field.

- (f) Under the geographical mobility programme, Headquarters and Field experience shall be important criteria for the promotion of staff in the international Professional and higher categories. For a promotion to P-4 and above, a staff member on a post subject to geographical mobility will be required to have completed at least one geographical assignment for a minimum duration equal to the applicable time-in-post <sup>[1]</sup>.

## B. Implementation of geographical mobility

### Standard Duration of Assignment and Time-In-Post

8. The Geographical mobility review exercise will be guided by the standard duration of assignment (SDA) in place for each location, normally corresponding to a continuous period of time that staff members would be expected to spend at the duty station. SDAs vary according to the conditions of life and work in the duty station and are based on the classification of the duty stations established by the [United Nations International Civil Service Commission \(ICSC\)](#).
9. The time-in-post principle will also be considered. This is the minimum period of time that a staff member is required to stay in an appointed position.
10. Eligible staff members may voluntarily opt into the geographical mobility exercise after they have achieved the applicable time-in-post at their duty station.
11. The [Standard Duration of Assignment](#) and the time-in-post shall be as follows:

**Table 1: Standard Duration of Assignment and Time-in-post for duty stations**

Classification of Duty Stations	SDA (Years)	Time-in-post (Years)
Non-family duty stations	2	2
D and E duty stations	3	2
B and C duty stations	4	2
A and H duty stations	5	2.5
Headquarters	6	3

*The list of UNESCO duty stations with the ICSC classification and the applicable SDA is updated by HRM and available [here](#).*

12. When initially appointed at Headquarters, staff members at P-1/P-2 grade, including Young Professionals, shall be considered for reassignment to the Field (including H duty stations) after 3 years of service at Headquarters in the P-1/P-2 grade level.
13. A staff member undertaking a new functional assignment in the same duty station prior to reaching the applicable SDA, will have his/her time at the duty station extended by the number of years equivalent to the applicable SDA. The staff member will be expected to move to another geographical assignment prior to the end of the second SDA cycle.
14. Whenever the classification of a duty station changes, the SDA shall be determined in accordance with the new classification established by ICSC.
15. When a staff member in the General Service category is appointed to an international Professional post, the starting date of the SDA shall be the date of his/her appointment to this post.

### Posts not subject to geographical mobility

16. The Bureau of Human Resources Management (HRM), in consultation with Sectors/Bureaux/Field Offices/Institutes, shall establish the list of posts not subject to geographical mobility. This list shall be approved by the Director-General and published every two years.
17. Certain posts where geographical mobility is not possible due to the technical or specialized nature of their functions or due to the limited number of posts in the field, shall be designated as "posts not subject to geographical mobility".
18. Posts not subject to geographical mobility shall meet the following criteria:
  - (a) The duties of the post necessitate specialized competencies and/or experience, qualifications and/or advanced levels of expertise in a technical field that are unique to the particular post and that cannot easily be transferred to another post within the Organization.
  - (b) Comparable posts are all located at the same duty station making geographical mobility impractical.

19. Newly created posts shall be reviewed for inclusion in the list at the time of creation.
20. Staff members occupying posts not subject to geographical mobility are also encouraged to express their interest in voluntarily participating in the geographical mobility exercise if they so wish.

**Procedures for geographical mobility (see [HR Appendix 5 J](#))**

There will be one geographical mobility exercise at the beginning of each year, which shall be implemented in five steps:

**I. Planning phase**

21. Each year, Sectors/Bureaux/Institutes, in collaboration with HRM, prepare geographical mobility projections for the upcoming year. The Sector ADGs/Directors of Bureaux ensure that Directors/Heads of Field Offices are consulted in the process.
22. Geographical mobility projections are based on:
  - (a) Current / anticipated vacancies:
    - i. New posts established in the C/5 for the next biennium.
    - ii. Vacant posts (i.e. not yet open to recruitment).
    - iii. Posts to become vacant due to retirement (all P/D posts and Directors/Heads of Field Offices) in the next 12 to 24 months.
  - (b) Staff members who are due to move to new duty stations (i.e. staff who have reached their SDA).
23. HRM will issue a list of the posts to be included in the mobility exercise as identified during the planning phase. For the purpose of this policy, the list of posts will be issued internally for one month every year.

**II. Advertisement of Mobility Opportunities**

24. The description of each position includes main responsibilities, job-related skills/competencies, language requirements and the hardship classification of the duty station.
25. Staff members will be required to submit or update their CVs/profiles, and to indicate preferences for up to 3 posts. These posts should be at the current grade of the incumbent. Staff members may also indicate one post, other than their own, within the same duty station among their preferences.
26. When filling or updating their CVs/profiles or expressing interests in the advertised positions, staff members may indicate if they have special circumstances, which they wish to be considered by the Organization regarding a reassignment decision.

**III. Review Exercise**

27. Upon closure of the advertisement, HRM shall provide Sector ADGs and Directors of Bureaux/Institutes with the following information:
  - (a) The list of staff members who expressed interest in the posts in the Sector/Bureau/ Field Office/Institute concerned.
  - (b) The up-dated CVs/profiles provided by staff members, as well as their performance reports covering the last two years.
28. Review sessions will take place within each Sector/Bureau/Institute as soon as possible upon closure of the advertisement phase, chaired by the respective ADG/Director, including the Chief of the Executive Office (or other designated senior staff at the P-5 level and above), and an HRM representative. Staff members' profiles will be matched to positions in accordance with the established criteria (i.e. job-related skills/competencies, language skills, length of service, mobility history).
29. Staff members, who have reached or exceeded their SDA and have not expressed interest in any post, will automatically be included in the pool of candidates for the mobility review exercise.
30. On the basis of competencies and operational needs of the Organization, a staff member may be considered for and assigned to a post, for which he/she has not expressed interest.
31. Staff members, who have reached or exceeded their SDA (at Headquarters and in the Field), will be given priority for reassignment in the geographical mobility exercise. All other staff members who have voluntarily opted into the mobility exercise and have expressed interest in advertised post(s), will be considered for geographical reassignment if no eligible staff members, due to be reassigned, are identified.
32. Current service in D, E or non-family duty stations will be given priority for re-assignment to H, A, B or C duty stations.
33. The Sector ADGs and Directors of Bureaux/Institutes shall ensure that receiving managers, including Directors/Heads of Field Offices, as applicable, are consulted on the proposals.
34. Should there be no suitable matching position, the Sector ADG and Director of Bureau/Institute may recommend a

continuation-in-post option for the staff member concerned until the next geographical mobility exercise, for a maximum period not exceeding 2 years.

35. Sector ADGs and Directors of Bureaux/Institutes will submit proposals for reassignment or for continuation-in-post to the Mobility Review Panels.

#### IV. Geographical Mobility Review Panels

36. There shall be two Mobility Review Panels:

- (a) The Senior Mobility Review Panel
- (b) The Mobility Review Panel

##### The Senior Mobility Review Panel

37. The Senior Mobility Review Panel makes recommendations to the Director-General on the reassignment or continuation-in-post of staff members to P-5 and Director posts at Headquarters and to Director/Head of Field Offices posts.
38. The Senior Mobility Review Panel is chaired by the ADG/ADM and it consists of the following members (or their alternates): DIR/HRM, ADG/PAX and one ADG representing a Programme Sector, designated by the Director-General. HRM acts as Secretary of the Senior Mobility Review Panel.

**Table 2: Composition of the Senior Mobility Review Panel**

Posts Concerned	Chair	Members
P-5 and Director posts at Headquarters & Director/Head of Field Office posts	ADG/ADM	1 Director 1 HRM 1 ADG/PAX 1 ADG from a Programme Sector

39. HRM convenes the Senior Mobility Review Panel and is responsible for the preparation and distribution of the agenda and related documentation for the meeting (i.e. lists and description of posts advertised, list of staff members who are due to move, list of staff members for whom deferments have been rejected, proposals for reassignment or continuation-in-post and CVs/profiles, as provided by staff members). The performance and mobility history of the staff members will also be included for consideration.
40. The Senior Mobility Review Panel reviews the proposals submitted by Sectors/Bureaux/Institutes. Priority consideration, on the basis of equal competence, will be given to staff who are due to move, then to staff who have expressed interest in posts advertised but who have not yet reached their SDA. The classification of the staff member's current and previous duty stations will also be taken into account to ensure a balance between successive assignments.
41. The recommendations of the Panel are normally reached by consensus. The Panel recommendation, including any dissenting opinions, is prepared by the Chair and signed by him/her and the members before being transmitted to the Director-General for decision.

##### Mobility Review Panel

42. The Mobility Review Panel makes recommendations to ADG/ADM on the reassignment or continuation-in-post of staff members to P-1 to P-4 posts.

##### Composition of the Mobility Review Panel

43. The Mobility Review Panel is chaired by DIR/HRM and it consists of the following members: one Director/Head of Field Office (P-5 or D-1), one member from a Programme Sector (P-5 or D-1), one member from a Corporate Service (P-5 or D-1). The Panel also includes one representative from each Staff Association, preferably, at the Professional level. There is one alternate for each member of the Mobility Review Panel. HRM acts as Secretary of the Mobility Review Panel.
44. Members of the Mobility Review Panel and their alternates are appointed by the Director-General for a period of two years. In the absence of one or more members, DIR/HRM appoints alternate members from the list of alternates.

**Table 3: Composition of the Mobility Review Panel**

Posts Concerned	Chair	Members
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1 Director/Head of Field Office

1 representative of a  
Programme Sector

1 representative of a Corporate  
Service

P-1 to P-4 posts      DIR/HRM      2 representatives from the Staff Associations (1 from each), preferably, at the Professional level

45. HRM convenes the Mobility Review Panel and is responsible for the preparation and distribution of the agenda and related documentation for the meeting (i.e. lists of posts advertised and their descriptions, list of staff members who are due to move, list of staff for whom deferments have been rejected, proposals for reassignment or continuation-in-post and CVs/profiles, as provided by staff members). The performance and mobility history of the staff members will also be included for consideration.
46. The Mobility Review Panel reviews the proposals submitted by Sectors/Bureaux/Institutes. Priority consideration, on the basis of equal competence, will be given to staff who are due to move, then to staff who have expressed interest in posts advertised but who have not yet reached their SDA. The classification of the staff member's current and previous duty stations will also be taken into account to ensure a balance between successive assignments.
47. The recommendations of the Panel are normally reached by consensus. The Panel recommendation, which may include alternative views stemming from dissenting opinions, is prepared by the Chair and signed by him/her and the members before being transmitted to ADG/ADM for decision.

#### V. Decision on reassignment

48. The Director-General and ADG/ADM will take the final decision on the recommendations made by the Senior Mobility Review Panel and the Mobility Review Panel, respectively. The decision will normally be made within one month following the conclusion of the concerned Review Panel.
49. HRM will notify the Sector ADGs, Directors of Bureaux/Institutes, Directors/Heads of Field Offices and the staff members concerned of the reassignment decisions made by the Director-General and ADG/ADM, respectively.

#### Vacancies during the biennium

50. Posts that fall vacant in between two mobility exercises will be filled through the established competitive recruitment procedures. Priority consideration, on the basis of equal competence, will be given to those staff members who were not able to be reassigned to a post in another duty station as part of the last mobility exercise.

#### Deferments

51. Deferments for inclusion in the geographical mobility exercise are exceptional and will be reviewed and approved considering the compelling personal circumstances of staff members and the best interests of the Organization.
52. Two types of deferments will be considered: **personal deferments** and **operational deferments**.

#### Personal deferments

53. Staff members, in some specific situations, may have their reassignment deferred for a defined period, normally not exceeding two years. Personal deferment requests should be submitted in writing to DIR/HRM and should be supported by valid and documented reasons which prevent inclusion in the geographical exercise at that time.
54. A personal deferment may be granted in the following situations:

- (a) If a staff member or his/her recognized spouse or dependent child has a medical condition which requires immediate and/or periodic treatment which is not readily available at another duty station.
- (b) If a staff member has a disability or a spouse with a disability or a child with a disability.
- (c) If a staff member has a child that is within 2 years of graduating from high school in the current duty station.
- (d) If a staff member has other compelling family/personal circumstances.

55. DIR/HRM will review each personal deferment request and prepare a recommendation to ADG/ADM for his/her decision. For personal deferment requests based on medical grounds, related to the staff member and/or his/her dependants, DIR/HRM shall request a review and evaluation of special constraints by the Chief Medical Officer (CMO). For requests based on personal/family issues, the review and evaluation shall be requested to the Staff Counsellor. When reviewing requests, the CMO will also advise on the duty stations where a staff member may be reassigned.
56. Personal deferment requests must be submitted before the year in which the staff member is required to move to a different duty station or as soon as the compelling reasons, justifying the request for deferment, are known.
57. DIR/HRM will inform staff members of the decision taken on their personal deferment requests.

#### Operational deferments

58. Based on operational requirements and organizational priorities, each Sector/Bureau will review its staffing needs in terms of skills and competencies required for Programme delivery. The Sector ADGs/Directors of Bureaux may

request an operational deferment in the case where the reassignment of a staff member in the upcoming mobility exercise would be detrimental for Programme delivery or where the simultaneous departures of staff from the same Sector/Bureaux/Field Office/Institute would negatively impact operations. Directors/Heads of Field Offices/Institutes shall submit operational deferment requests to the concerned Sector ADG/Director of Bureau.

59. Sector ADGs/Directors of Bureaux shall provide a timeline and succession plan as part of the required justification to support an operational deferment request.

60. An operational deferment shall not exceed two years and is non-renewable.

61. Each operational deferment request shall be reviewed by DIR/HRM, who will make consultations where needed and prepare a recommendation for ADG/ADM who will approve or reject operational deferment requests. If approved, the reassignment of the staff member concerned shall be deferred and his/her post will not be advertised until the next mobility exercise.

62. DIR/HRM will notify Sector ADGs/Directors of Bureaux/Field Offices/Institutes of the decision taken on their operational deferment requests.

## **C. Functional mobility**

### **Definition**

63. Functional mobility is defined as the assignment of staff members in the international Professional and higher, National Professional Officer and General Service categories to a different position within the same duty station for a period of at least one year.

### **Scope of application**

64. Functional mobility is applicable on a voluntary basis to staff members on fixed term appointments in the International Professional and higher (P/D), National Officer and General Service categories, irrespective of the source of funding of the post held.

65. Functional mobility is not applicable to:

- (a) Junior Professional Officers
- (b) Staff members on secondment
- (c) Staff members on Project Appointments.

### **Objectives**

66. Functional mobility aims at achieving the following objectives:

- (a) Supporting the career development of staff members through the acquisition of new skills, expertise and experience at both Headquarters and in the Field to respond to the operational and strategic priorities of the Organization.
- (b) Increasing the level of exposure and familiarity of staff members to different activities across the Organization.

### **Basic Principles**

67. The principles underpinning functional mobility in UNESCO are as follows:

- (a) Functional mobility will be voluntary and driven by the operational needs of the Organization, as well as the career development goals of staff.
- (b) Functional mobility can occur within the same Sector/Bureaux/Field Office/Institute or across different Sectors/Bureaux and it will involve a lateral appointment to a different post. Supervisors should encourage and support functional mobility.
- (c) For staff members in the International Professional category and higher occupying posts not subject to geographical mobility, one functional mobility assignment will be an asset for promotion to P-4 and above.
- (d) For staff members in the General Service category, one functional mobility assignment will be an asset for promotion to G-6 and above.
- (e) There shall be a maximum desirable time spent on the same post at HQs, which shall be 6 years. In other duty stations, this target shall be flexible and depend on the staffing and structure of the Office. Supervisors, in consultation with each of their supervisees and in support of career planning, should hold career review discussions and review how functional mobility assignments should be pursued. This target would not apply to posts which are highly specialized and technical in nature and for which there are no comparable posts.

## **D. Implementation of functional mobility**

### **Procedures for functional mobility**

68. There will be one functional mobility exercise each year.

### **Planning**

69. HRM will launch a call for expressions of interest encouraging all eligible staff members to participate in the functional mobility exercise. The duration of the call for expressions of interest will be one month.

70. Eligible staff members shall submit requests for participation in the voluntary mobility exercise to the concerned ADG/Director of Bureau/Office/Institute, via their immediate supervisor.

71. In cases where the request of a staff member is not approved, the ADG/Director of Bureau/Office/Institute shall provide a justification to DIR/HRM who will then make the final decision.
72. Sectors/Bureaux will compile and submit to HRM the list of posts at Headquarters to be included in the functional mobility exercise.
73. The pool of posts in the functional mobility exercise will include:
- (a) Occupied posts where the supervisor and the incumbent mutually agree on its inclusion in the pool.
  - (b) Vacant posts (i.e. not yet open to recruitment) which have been designated by the supervisor to be filled by functional mobility.
74. Sectors/Bureaux should establish a minimum percentage target of functional mobility per biennium in consultation with HRM or ensure that a minimum number of posts are included in the pool in order to effectively provide opportunities for reassignment.

### **Advertisement of Mobility Opportunities**

75. The advertisement process described above in paragraphs 23 – 26 will also apply to posts at Headquarters included in the functional mobility exercise.

### **Decision on reassignment**

76. Upon closure of the advertisement, HRM shall provide Sector ADGs and Directors of Bureaux with the following information:
- (a) The list of staff members who expressed interest in the posts in the Sector/Bureau concerned.
  - (b) The up-dated CVs/profiles provided by staff members, as well their performance reports covering the preceding two years.
77. DIR/HRM, in consultation with the concerned ADG/Directors of Bureaux, will decide on all functional mobility reassignments at Headquarters, and on those concerning staff in the Professional category in the Field.
78. Directors/Heads of Field Office/Institutes will decide on all functional mobility reassignments in the Field/Institute.
79. HRM will notify the Sector ADGs, Directors of Bureaux/Institutes, Directors/Heads of Field Offices and the staff members concerned of the decision taken by DIR/HRM.
80. Directors/Heads of Field Offices/Institutes will notify HRM and the staff members concerned of their decision.

## **E. Roles and responsibilities**

81. Staff members are responsible for:
- (a) Abiding by the mobility policy.
  - (b) Submitting or updating their CVs/profiles.
  - (c) Indicating posts for further reassignment with order of preferences.
  - (d) Discussing their expressed preferences with managers in order to receive advice and guidance.
  - (e) Making use of available career development opportunities.
  - (f) Ensuring that they take the necessary measures to reach their new duty station or functional mobility assignment within the given period once the reassignment has been approved.
82. The Bureau of Human Resources Management is responsible for:
- (a) Ensuring a smooth implementation of the mobility policy, in close collaboration with Sectors/Bureaux/Field Offices/Institutes.
  - (b) Establishing a list of posts not subject to geographical mobility, in close collaboration with Sectors/Bureaux/Field Offices/Institutes, and submitting this list for the approval of the Director-General. HRM will ensure that it is published every two years and updated.
  - (c) Notifying all staff members concerned, particularly those who have attained or exceeded their SDA, of the launch of the Geographical Mobility Exercise.
  - (d) Launching the call for expressions of interest to all staff who are eligible to participate in the functional mobility exercise.
  - (e) Publishing for a period of one month, the list of posts included in the mobility exercises.
  - (f) Providing Sector ADGs and Directors of Bureaux/Institutes with the list, profiles and performance appraisals of staff members who have expressed interest in posts.
  - (g) Provide guidance and recommendations in the review/matching exercise carried out within Sectors/Bureaux/Institutes.
  - (h) Ensuring the Secretariat of the Mobility Panels; convening the geographical mobility Review Panels, preparing and distributing the agenda and related documentation for the meeting.
  - (i) Notifying Sector ADGs, Directors of Bureaux/Field Offices/Institutes and all staff members concerned of the decisions made by the Director-General and ADG/ADM on geographical mobility reassignments, as well as the decisions of DIR/HRM on functional mobility reassignments.
  - (j) Monitoring the implementation of the Mobility Policy.
  - (k) Submitting a report on the implementation of mobility to the Director-General, as required.
  - (l) Developing support measures for staff to facilitate mobility.
83. Sectors/Bureaux/Field Offices/Institutes are responsible for:

- (a) Ensuring the smooth implementation of the mobility policy, in close collaboration with HRM.
- (b) Providing recommendations and justifications for posts to be identified as not subject to geographical mobility.
  - (c) Preparing mobility projections for the upcoming year, in collaboration with HRM.
- (d) Requesting an operational deferment of geographical mobility for staff whose mobility in the upcoming year would be detrimental to Programme delivery, as necessary. Such an exceptional request must be fully justified and submitted via DIR/HRM for the decision of ADG/ADM.
- (e) Undertaking review/matching sessions of staff members' profiles to positions, in accordance with the established criteria and taking into account HRM recommendations on career development and potential.
- (f) Ensuring that receiving managers are consulted on proposals concerning staff members whose profiles are suitable for positions under their supervision.
- (g) Submitting proposals for re-assignments or, under exceptional circumstances for continuation-in-post, to the geographical mobility Review Panels.

84. Geographical Mobility Review Panels are responsible for:

- (a) Reviewing reassignment or continuation-in-post proposals submitted by Sectors/Bureaux/Institutes.
- (b) Making recommendations to the Director-General and ADG/ADM.

## F. Support measures

### Financial measures

85. Staff members are entitled to financial incentives under the UN common system (see [HR Manual Item 4.5](#)).

#### Timing of the Reassignment

86. Following the notification of reassignment, the date of transfer(s) is agreed upon between the releasing and receiving managers, as well as with the staff member(s) concerned. The transfer should take place within three months of the notification. In the event of disagreement, the final decision will be taken by the ADG/ADM in the case of reassignments through geographical mobility and DIR/HRM will decide in relation to functional mobility.

### Pre-assignment travel

87. To facilitate their initial installation, staff assigned to D or E duty stations will be granted a one-week pre-assignment mission in order to travel to the new duty station in advance of their assignment.

#### Special leave with full pay in relation to relocation

88. To assist staff upon their departure from a duty station and their arrival to a new duty station located in another country, 5 (five) working days' special leave with full pay will be granted.

### Spousal and family support

89. UNESCO will, to the extent possible, assist spouses of geographically mobile international Professional staff members seeking employment in UNESCO or other UN agencies in accordance with Staff [Rule 104.2 \(a\) bis](#) and [Staff Rule 104.2 \(a\) ter \(i\)](#).

90. HRM will designate a spousal support focal point for staff members who wish to move to different duty stations and who are seeking information/advice on spousal employment.

91. Staff members who have their recognized spouses working in the current duty station and are required to move geographically will be given priority consideration for positions in the duty stations that allow spouses to work, to the extent possible, subject to the availability of suitable posts matching staff members' qualifications.

92. In the event that both spouses are UNESCO staff members, the Organization will endeavor to assist them with securing assignments in the same duty station, subject to the availability of staff members' qualifications.

93. Receiving Sectors/Bureaux/Field Offices/Institutes shall provide information and support to staff arriving in new duty stations. Advice on settling in and job search assistance can be facilitated through the work of UN Local Expatriate Spouse Associations.

## G. Monitoring and reporting

94. The Bureau for Human Resources Management will monitor the implementation of mobility.

95. HRM will submit a report on the implementation of the mobility policy to the Director-General on an annual basis.

**[1] Until 1 January 2021, a promotion to P-4 and above level can take place with an appointment to a Field or Headquarters position, without having previously completed a geographical assignment.**



### Procedures

#### Staff Regulations

1. [Staff Regulation 1.2](#)

#### Staff Rules

#### Circulars

#### Key Documents

#### Forms

#### Links

1. [ICSC: Hardship classification of duty stations](#)

**Appendices**

1. [HR Appendix 4 C - List of entitlements per UNESCO Field Duty Station](#)
2. [HRAppendix5J - Geographical Mobility Exercise Process](#)

## 5.11. Inter-agency mobility

Published on 16.12.2009

Updated on 16.12.2009

- A. Purpose
- B. Legal basis
- C. Eligibility
- D. Secondment
- E. Loans

### A. Purpose

1. Inter-agency mobility is important for strengthening the cohesiveness as well as effectiveness of the UN system's operations and for building a competent, versatile, multi-skilled and experienced international civil service.

### B. Legal basis

2. Inter-agency mobility in UNESCO is governed by the Inter-Organization Agreement, as last revised on 23 June 2003, concerning transfer, secondment or loan of staff among the organizations applying the United Nations System of salaries and allowances.
3. Transfers, secondments and loans of UNESCO staff to other Organizations and of the staff of other organizations of UNESCO are governed by the provisions set out in this Agreement. The text of this agreement is contained in [HR Appendix 5 K](#).

### C. Eligibility

4. Staff members holding fixed-term and indeterminate contract may be eligible for a transfer, loan or secondment to another Organization.

#### Definitions

“**Secondment**” is the movement of a staff member from one organization to another for a fixed period, normally not exceeding two years, during which he will normally be paid by and, except as otherwise provided hereafter, be subject to the staff regulations and rules of the receiving organization, but will retain his rights of employment in the releasing organization. The period of secondment may be extended for a further fixed period by agreement among all the parties concerned.

“**Loan**” is the movement of a staff member from one organization to another for a limited period, normally not exceeding one year, during which he will be subject to the administrative supervision of the receiving organization but will continue to be subject to the staff regulations and rules of the releasing organization.

“**Transfer**” is the movement of a staff member from one organization to another under conditions which give him no right to return to the releasing organization. Employment by an organization of a former staff member of another organization, after a break in service not exceeding twelve months, may, with the agreement of the parties concerned, be treated as if it were a transfer;

“**Releasing organization**” is an organization which transfers, seconds or loans a staff member to another organization pursuant to this agreement;

“**Receiving organization**” is an organization which accepts a staff member on transfer, secondment or loan from another organization pursuant to this agreement.

### D. Secondment

#### Duration of secondments of UNESCO staff members

5. The period of secondment of a UNESCO staff member on a fixed-term appointment may not extend beyond the expiry date of his/her appointment.
6. The period of secondment of a UNESCO staff member to another Organization is normally from one to a maximum of two years. In exceptional circumstances, an extension beyond two years may be authorized by the Director-General on recommendation of Director, HRM.

#### Reintegration after secondment

7. A staff member who, at the time of secondment, holds an indeterminate or a fixed-term appointment that will expire after the end of the period of secondment, is given a guarantee in accordance with the following provisions:
  - (a) If the period of secondment does not exceed two years, the Organization normally gives the staff member a guarantee that he/she will be reintegrated in the post and at the grade held before secondment. If, in exceptional circumstances, it is considered that the post should not be held open for such reintegration, the staff member is given a guarantee that, upon expiry of the period of secondment, he/she will be assigned to a post at the grade held before secondment;
  - (b) If the period of secondment is extended beyond two years, any guarantee of reintegration in the post held before secondment that may have been given under the terms of paragraph 7 above, is withdrawn and replaced by a guarantee that the staff member will, upon expiry of the period of secondment, be assigned to a post at the grade held before secondment;
  - (c) The staff member concerned must inform his/her HR Officer in writing before the expiry date of the period of secondment whether he/she intends to return to UNESCO at least:

- (i) two months in advance if the secondment is for a period of up to six months;
  - (ii) three months in advance if the secondment is for more than six months but less than one year;
  - (iii) four months in advance if the secondment is for one year or more.
8. A staff member who holds a fixed-term appointment that will expire at the same time as the period of secondment is given no guarantee of reintegration in UNESCO. If his/her appointment expires at the same time as an extended period of secondment, any guarantee that may have been given under the terms of paragraph 7 above, is withdrawn.

#### **Extension of the secondment**

9. The staff member concerned must submit a request for the extension of the secondment to his/her HR Officer. The HR Officer consults the supervisors concerned and made his recommendations. The staff member will then be notified by HRM as to:
  - (a) whether his/her request for the extension of the secondment is approved; and
  - (b) the nature of any guarantee given to the staff member regarding reintegration upon expiration of the secondment or, where appropriate the absence or withdrawal of any such guarantee.

### **E. Loans**

#### **Duration of loans of UNESCO staff members**

10. The period of loan of a UNESCO staff member on a fixed-term appointment may not run beyond the expiry date of that appointment.
11. The maximum period of loan of a UNESCO staff to another Organization is of one year.

#### **Reintegration after loan**

12. A staff member who, at the time of loan, holds an appointment that will expire after the end of the period of loan, is given a guarantee that he/she will be reintegrated in the post and at the grade held before the loan.



#### **Procedures**

1. [HR Procedure 5-1 - Transfers, secondments and loan](#)

#### **Staff Regulations**

#### **Staff Rules**

#### **Circulars**

#### **Key Documents**

#### **Forms**

#### **Links**

#### **Appendices**

1. [HR Appendix 5 K - Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances](#)

## 5.12. Provisions specific for Category I Institutes and Centres

Published on 16.12.2009

Updated on 08.12.2020

- A. [Purpose and scope](#)
- B. [General principles](#)
- C. [Delegation of authority](#)
- D. [Geographical representation and gender balance](#)

### A. Purpose and scope

1. This HR Manual Item sets out the specific provisions applicable to posts in Category I UNESCO Institutes and Centres in matters of recruitment, promotion and geographical mobility of staff.

### B. General principles

2. The management of personnel in Category I Institutes and Centres who have the status of UNESCO staff members shall follow UNESCO HR policies, Staff Regulations and Rules, and shall be exercised in accordance with the delegation of authority from the Director-General to each Director of a Category I Institute or Centre.

### C. Delegation of authority

3. The delegation of authority in HR matters is in line with the financial and budgetary autonomy provided through the Statute and other basic texts of each Category I Institute or Centre, as approved by the General Conference.

Concrete decisions by Directors of Category I Institutes and Centres will be taken in accordance with the delegation of authority and after consultation with DIR/HRM and the Director-General, where required.

4. UNESCO's Staff Regulations and Rules and HR policies apply to staff members working in Category I Institutes and Centres unless otherwise stipulated in the respective Statutes of the Institutes and Centres approved by the General Conference. The Director-General has delegated to each Director authority to manage their personnel up to certain levels as specified below.

#### Appointment, extension, promotion and separation of staff members working at Category I UNESCO Institutes and Centres

5. Each Director has the authority to take decisions concerning the appointment, promotion, and separation from service for all General Service staff and for Professional staff from grade P-1 to P-4 with the exception of the Director of the UNESCO Institute for Statistics (UIS) who can also take decisions for staff up to the P-5 level, in full respect of the applicable Staff Regulations and Staff Rules, HR policies and the provisions of the HR Manual.
6. The Directors of category I UNESCO Institutes and Centres are also authorized to approve the extension or non-extension of appointments for staff up to the P-5 level, in full respect of the applicable Staff Regulations and Staff Rules, HR policies and the provisions of the HR Manual.
7. Except for those delegated decisions covered in paragraph 5 and 6 above, the decisions for staff at the P-5 and Director levels are taken by the Director-General, upon submission of a recommendation from the Director of the relevant Institute or Centre, generally after consultation by the Director of the governing body of the Institute or Centre and DIR/HRM.

#### Creation and suppression of posts

8. In accordance with the financial and budgetary autonomy provided through the Financial Regulations of the Special Accounts of each Institute or Centre, the Director decides on the creation or suppression of any post of the Institute/Centre, within the limits of the budget voted by the governing body. Any new post should be accompanied by a post description, established on the appropriate UNESCO form, and should respect the classification norms adopted by the Organization.

#### Temporary assistance

9. Directors of Category I Institutes/Centres have full autonomy concerning the decision to hire supernumeraries, individual consultants and Service contractors, or any other personnel not falling under the Staff Regulations and Rules. However, the Directors must follow the rules and policies set out in the HR Manual.

### D. Geographical representation and gender balance

10. The requirement of equitable geographical distribution applies only to international professional staff of Category I Institutes and Centres occupying established posts financed from the UNESCO programme and budget.
11. In accordance with the Appropriation Resolution in the Programme and Budget (C/5) approved by the General Conference, the posts of Category I Institutes and Centers funded from financial allocations provided by the Organization and from extrabudgetary resources, are not included in the “established posts”, within the meaning of that Appropriation Resolution. Consequently, these posts are not subject to the requirements attached to regular programme posts and are not “geographical posts”. Yet in filling vacant posts, the Directors of Category I Institutes and Centres should bear in mind the need to implement a reasonable geographical distribution and gender balance and pay attention to candidates from under-represented Member States.

**Procedures****Staff Regulations****Staff Rules****Circulars****Key Documents****Forms**

1. [Form HR 5-8 Rev - Reference request](#)

**Links****Appendices**