

III.4 Recruitment and Appointment

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III.4.1 Recruitment

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Introduction

10 This section sets out the administrative policies and procedures required to implement the provisions of Article 35 of the WHO Constitution, [Article IV](#) of the Staff Regulations and [Section 4](#) of the Staff Rules in relation to recruitment of fixed-term staff.

- For recruitment of staff in positions subject to local recruitment see III.13 [Staff in positions subject to local recruitment](#).
- For recruitment of temporary staff (appointments not exceeding a total duration of uninterrupted service of two (2) years) see Recruitment of temporary staff members. For recruitment of temporary staff on appointments of 60 days or less, see III.13 [Temporary appointments of 60 days or less](#).
- For the use of external human resources with the status of non-staff members see [III.16. Non-Staff Contracts](#), for Temporary Advisers, Interns and Volunteers, Special Services Agreements, and Consultants.

20 The paramount consideration in the appointment, transfer, reassignment and promotion of the staff shall be the necessity of securing the highest standards of efficiency, competence and integrity (Staff Regulation [4.2](#)). Due regard shall be paid to the importance of recruiting and maintaining the staff on as wide a geographical basis as possible. The selection of staff members shall be made without regard to race, creed or sex. So far as practicable, selection shall be made on a competitive basis, however, the foregoing shall not apply to the filling of a position by transfer or reassignment of a staff member without promotion in the interest of the Organization. (Staff Regulation [4.3](#)). Moreover without prejudice to the inflow of fresh talent at the various levels, vacancies shall be filled by promotion of persons already in the service of the Organization in preference to persons from outside (Staff Regulation [4.4](#)).

Age limit

30 Candidates under 20 years or over 65 years of age shall not normally be considered for appointment (Staff Rule [410.2](#)).

Family relationships

40 In accordance with Staff Rule [410.3](#), except where another person equally well qualified cannot be recruited, appointment shall not be granted

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to a person who bears any of the following relationships to a staff member: father, mother, son, daughter, brother or sister.

50 In accordance with Staff Rule [410.3.1](#), the spouse of a staff member may be appointed provided that the spouse is fully qualified for the position and that the spouse is not given any preference for appointment by virtue of the relationship to the staff member.

60 A staff member who is related to another staff member under Staff Rules [410.3](#) and [410.3.1](#) shall not be assigned to serve in a position which is superior or subordinate in the line of authority to the position occupied by the staff member to whom he or she is related. Furthermore, a staff member who is related to another staff member as specified under these Staff rules shall not participate in the process of selection, assignment, reassignment or transfer of the related staff member; or in the taking or reviewing of an administrative decision affecting the employment status, entitlements, or other benefits of the related staff member.

70 This relationship should be stated by any staff member or applicant for a position in WHO when completing the on-line personal history form. Newly appointed staff members must declare in the on-line personal history form (under "Family/Residence Information", "Relatives" section) if they are related to a WHO staff member who is their parent, son, daughter, brother or sister or spouse. All staff members shall be responsible for keeping this information current [including when applying for vacancies].

Smokers or other Tobacco users

80 All Vacancy Notices must carry the statement: "WHO has a smoke-free environment and does not recruit smokers or other tobacco users". Candidates must respond to two questions when they are applying in order to indicate whether they smoke or use tobacco and, if so, whether they are willing to give up if offered employment with WHO. If smokers/tobacco users do not indicate that they are willing to try to give up, they are to be excluded from further consideration. (See Information Note [40/2005](#).)

Medical examination

90 Prospective staff members must undergo a medical examination at the place of recruitment before beginning any travel to take up an appointment with the Organization. The purpose of this examination is to identify any medical condition which would disqualify a prospective staff member for employment by WHO before either s/he or the Organization has taken the final steps leading to his/her appointment. It is also intended to assure the Organization that the prospective staff member is fit for duty and that s/he may, if required, be assigned to any part of the world without endangering his/her health.

100 For further details on medical examinations and medical clearances, see III.4, [Selection, Medical examinations](#) and III.15, [Medical Examinations and Immunizations, Pre-appointment examination](#).

Residence/work permit

110 Candidates for local recruitment should be legal residents of the area of their duty station, i.e. nationals of the country of the duty stations, or hold a valid residence or work permit, if required by the government of that country.

Identification of needs and planning

Human Resource Planning (HRP)

120 HRP is "a systematic process of engaging the right people with the right skills for the right job at the right time". It is a process which involves managers and staff alike in setting the framework for people in the organization. It serves as a basis for recruitment, career and staff development and link to the organization's strategic direction.

Why is HRP important?

130 HRP is essential in terms of providing leadership and direction to the staffing of an organization by requirements based on needs assessment. The success of a knowledge-based organization like WHO is dependent on the quality of its staff. They must be managed effectively and efficiently if the organization is to achieve its mandate(s) and objectives.

140 Effective HRP ensures that appropriate recruitment takes place well in advance to fill vacancies. Thus recruitment resources are used more efficiently and effectively and diversity targets better achieved. HRP facilitates focused investment in staff development and training.

Principles of HRP

150 HRP must reflect the Organization's strategic goals and objectives.

160 Effective implementation of HRP must be supported by strong executive commitment and the provision of necessary resources. For any HRP exercise to be successful, key stakeholders (finance, planning, and staff) must be identified and be involved in the process from the outset.

170 The output of the HRP process is a comprehensive plan prepared as part of the Programme of Work planning process which is linked to the strategic objectives and achievable goals to which every member of the Organization can relate and apply at their respective level. HR plans must

be regularly reviewed to ensure their continued relevance to program needs and objectives.

Sources of recruitment

180 Vacant positions are announced in accordance with Staff Rule [410.4](#). For staff in positions subject to local recruitment, see [III.13](#).

Vacancy notices

190 Vacancies for positions from P.1 up to and including D.2 at headquarters, in regional offices, in WHO representatives' offices and on inter-regional projects, as well as all project positions at grade P.6, are normally announced, as a minimum, to the entire WHO staff and to other United Nations agencies. All vacancy notices for professional positions are issued in English and French and candidates are encouraged to apply in either language.

200 An announcement is not normally made:

- for project positions at grades P.5 and below at Country level, if the position can be filled by the reassignment of a staff member without promotion, provided that it is in the interest of the Organization (Staff Rule [410.4](#)).

210 Professional Positions: Vacancy notices for professional positions normally have a closing date of not less than six weeks from the date of issuance and are issued by the respective Recruitment Specialist.

220 General Service staff who do not meet the minimum educational qualifications specified in the vacancy notice may be considered eligible to apply for Professional positions up to and including P.3 if:

- it can be demonstrated that they have the full body of the knowledge required for the position in question;
- they have a minimum of six years of progressive WHO experience relevant to the vacancy.

230 General Service and National Professional Officer Positions: Vacancy notices for General Service positions outside Headquarters are issued by the office in which the vacancy occurs and are subject to local recruitment (see [III.13](#), Staff in positions subject to local recruitment). The staff of other United Nations agencies in the local commuting area may also compete. Exceptionally, General Service vacancies may be announced internationally. Regional offices considering the recruitment of general service staff from other regions should consult Human Resources and Talent Management (HRT) for advice. General Service vacancy notices normally have a closing date of not less than three weeks after the date of issuance.

Advertisements

240 Applications may also be sought through advertisements placed in the media or elsewhere, as well as through executive search. The Recruitment Specialist determines the need for such advertisements and the medium to be used in consultation with the Department Director/ADG for positions at headquarters and on inter-regional projects; or the Regional Director for positions in the regions.

Active Searches at Country Level

250 In its general search for recruits but not normally for specific positions, the Organization may approach member governments, particularly those unrepresented or under-represented on the staff, and request them to encourage suitably qualified candidates in their service or known to them to apply for specific vacancies advertised with WHO. Applications of qualified women are to be particularly encouraged as well as applications from under-represented and unrepresented member states ([Geographical Status Report](#)). Small groups of senior staff members may in addition occasionally be sent to visit institutions or authorities in such countries to explain the Organization's needs and to encourage applications from persons with suitable qualifications, skills and experience.

260 WHO staff are at all times relied upon to identify and encourage potential candidates to apply on-line for positions in WHO.

How to apply

270 Candidates are required to apply to vacancy notices by creating and /or updating their on-line candidate profiles in [Stellis](#) the WHO recruitment, onboarding and rostering system, which can be accessed through the [WHO web-site](#).

Files of applicants (rosters)

280 Applications received through vacancy notice announcements, advertisements, active searches at country level or through general unsolicited enquiries via the electronic recruitment system are reviewed and may be retained on a roster for consideration against current and projected vacancies.

290 Programmes at headquarters may keep their own roster of applicants appraised by them as considered suitable for employment. Regional offices may also make their own appraisals of applications received direct or referred to them by headquarters and establish rosters for those applicants judged suitable for employment in that region.

300 The records of candidates for employment in the roster are regularly reviewed by HRT to retain as "active" only those of possible interest in accordance with established criteria. Records are normally retained for no more than two years, unless updated in the meantime.

Position descriptions

310 Recruitment to any position in the Organization should not normally take place until the position has been approved in the HR Plan and classified. The decision on classification is taken on the basis of information supplied in the position description see [III.2, Position Classification](#).

Recruitment procedures

320 To initiate recruitment for a position in all categories of staff, the officer with the delegated authority must initiate a request for issuance of a vacancy notice.

330 The HR Planning Specialist ensures that the action is in accordance with the policy and procedures as per the agreed HR Action Plan discussions.

340 Vacancy notices are issued as described above.

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350 This section sets out the administrative policies and procedures required to recruit Temporary Staff Members under Staff Rule [420.4](#).

Age limit

360 Candidates under 20 years or over 65 years of age shall not normally be considered for temporary appointment.

Family relationships

370 Except where another person equally well qualified cannot be recruited, no appointment will be granted to a parent, son, daughter, brother or sister of a staff member. Any exception to this policy requires the prior approval of Director, HRT.

380 The spouse of a staff member holding a temporary appointment may be appointed to a function for which he/she is fully qualified, and any such appointment should be based on the same careful search for and review of candidates as applied to other external candidates. A spouse should not be given preferential treatment by virtue of his/her relationship with the staff member.

390 In appointing the spouse of a staff member, neither spouse will be assigned to serve in the same unit nor in a post which is superior or subordinate in the line of authority to the other. They will disqualify themselves from participating in the process of selection, assignment, reassignment or transfer of their spouse or in taking or reviewing an administrative decision affecting the employment status, entitlements or other benefits of their spouse.

Recruitment procedures

400 Before a temporary position can be filled, the position must normally have been included in the approved HR Action Plan. Financial verification is not required before issuing a vacancy notice. However, prior to issuing the letter of appointment, the position manager is responsible for verifying that funds are available. Vacancy notices will be issued according to established procedures.

410 The following are the general principles applying to the recruitment of temporary staff in accordance with Staff Regulation [4.2](#):

- i. the paramount consideration for selection is the necessity of securing the highest standards of efficiency, competency and integrity;
- ii. within that context, in the recruitment of Professional temporary staff, other than National Professional Officers, due regard shall be given to the organization's diversity targets;
- iii. recruitment on a temporary appointment should be based on the resources forecasted in the HR Action Plan, as approved; and

- iv. the recruitment process should be initiated and completed in a timely fashion.

420 For the initiation of an appointment action request in cases where the issuance of the vacancy notice is not required (i.e. appointments of 6 months or less), at headquarters the authority for temporary positions up to 6 months at grade P.6/D.1 and above and inter-regional positions as well as WHO Representatives rests with the Director-General; at grade P.5 it is delegated to the Assistant-Director General concerned or, if delegated, departmental director; at grade up to and including P.4 it is delegated to the Director/Head of Department concerned and re-delegation is limited to temporary appointments up to and including G5.

In the region, the authority is with the Regional Director up to including grade P.6/D.1 and below, except for WHO Representatives.

Identification of needs and Planning

430 Recruitment on a temporary appointment should be based on the resources forecast in the approved HR Action Plan. Temporary appointments are normally issued for activities limited in time (up to two (2) years) and/or funding. When an organizational unit needs temporary assistance, it may be occasionally difficult to determine whether it would be more appropriate to engage an individual on temporary appointment or to make an agreement with an independent contractor to perform the required service. Factors to be taken into consideration include the type of work; the extent of input and amount of supervision required; and the length of time for which assistance will be needed.

Residence/work permit

440 Candidates for local recruitment should be legal residents in the local commuting area of their duty station, i.e. nationals of the country of the duty station, or hold a valid residence or work permit, if required by the government of that country.

Types of recruitment

450 There are two (2) types of recruitment procedures:

- i. for assignments of six (6) months or less; and
- ii. for assignments of more than six (6) months.

460 The recruitment procedures, which apply to all temporary appointments, except to temporary appointments of 60 days or less under Staff Rule [1320](#) as amended effective 1 July 2007, are outlined in [Selection](#).

III.4.2 Selection

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[Information Note 10/2014](#) is intended to inform staff members of the introduction at WHO headquarters and in the Regions, of a harmonized selection process for longer-term positions in the professional and higher-level categories.

The harmonized selection process is effective for all advertised fixed-term vacancies for positions in the professional and higher-level categories issued from 15 March 2014.

The harmonized selection process described in this Information Note replaces the current eManual III.4.2.10 - 220 below. Staff members are requested to refer to the Information Note until the eManual has been revised to reflect the new process.

- [Selection and assignment policy](#)
- [Professional staff](#)
- [Ad hoc advisory selection panels](#)
 - [Headquarters ad hoc advisory selection panels](#)
 - [Regional offices Advisory selection committees](#)
- [General service staff](#)
- [Interviews, tests and background verifications](#)
- [After selection procedures](#)
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 - [Clearance of candidates](#)
- [Copies of correspondence](#)

Selection and assignment policy

10 In accordance with Staff Regulation [4.2](#), the paramount consideration in the appointment, transfer and promotion of staff shall be the necessity of securing the highest standard of efficiency, competence and integrity. Selection panels/committees should ensure that careful consideration is given to applications from qualified serving staff and from qualified staff employed by other organizations of the UN system, especially those who

need to be reassigned for position abolition, medical or family reasons. Selection panels/committees should be aware that a selected staff member shall not be assigned to serve in a position which is superior or subordinate in line of authority to a position occupied by a staff member to whom he or she is related. Furthermore, a staff member who is related to another staff member as specified under the Staff Rules shall not participate in the process of selection, assignment, reassignment or transfer of the related staff member; or in the taking or reviewing of an administrative decision affecting the employment status, entitlements, or other benefits of the related staff member.

Professional staff

20 Selection panels/committees for positions in the Professional and higher categories should pay the utmost attention to the necessity of implementing the decisions resolutions of the World Health Assembly and the directives of the Director-General on gender balance and geographical distribution . The Organization's staffing profile as a whole is regularly reviewed by the Director-General and all staff may access on the Intranet a list of countries from which recruitment of Professional staff is to be encouraged (see [Geographical Status Report](#)). Objectives and statistics concerning the employment of women in the Organization and candidates from unrepresented or under-represented countries, particularly developing countries, are regularly reviewed by the Director-General, the Executive Board and the World Health Assembly.

30 For Professional positions at country level, the Organization does not normally assign staff to the country of which they are nationals. This restriction does not apply to Headquarters duty stations, Regional Offices, Liaison Offices and Global Service Centres. Nor is it usually desirable to assign persons to a position in a country where, though they are not nationals, they have immediately before been employed by the government or under the terms of a bilateral agreement. It is recognized that certain circumstances may call for an exception to this general rule. Such cases should be submitted to Director, Human Resources and Talent Management (HRT) or Director Administration and Finance in respect of Regional Office staff for consideration whether such an exception may be granted.

35 If an exception is under consideration, in the interests of ensuring the minimum requirement for international experience, a locally recruited staff member may not be selected for a position in a WHO Country Office in his/her country of nationality if that appointment is his/her first international professional position.

Ad hoc advisory selection panels

Headquarters: Ad hoc advisory selection panels

40 There shall be suitable diversity among the members of the *ad hoc* advisory selection panels. The participation of the representative of the staff (designated by the Staff Committee) and of the Recruitment Specialist is not restricted by grade. The remaining panel members shall be at a grade not lower than that of the position being filled.

50 The *ad hoc* advisory selection panels will draw up a short-list of candidates to be interviewed and tested and conduct the interviews and review any tests. In addition to applying the Staff Regulations and Rules at all stages of the process, diversity targets for recruitment for Professional and higher-graded categories should also be followed. In making their recommendations, the panels will propose in order of preference, wherever possible, at least three candidates.

Positions up to and including P.5,

60 The *ad-hoc* advisory selection panel is composed of:

- The department director, or supervisor of the unit with the position, or a staff member from the same division designated by the Director (Chair of the Panel);
- a staff member from another division chosen by the department director or supervisor of the unit with the position from a list of neutral parties established after consultation between HRT and the Staff Committee. Staff members can be added to the list. If the department director or supervisor of the unit with the position considers that no one on the list has sufficient knowledge of the field in question he/she may nominate a staff member having such knowledge, whose inclusion on the list of neutral parties shall be subject to the agreement of the Staff Committee and HRT;
- a Recruitment Specialist; and
- a representative of the staff designated by the Staff Committee.

70 The Recruitment Specialist concerned provides all support services.

80 The panel makes its recommendation to the Assistant Director-General of the division with the position concerned or if designated by that ADG, another ADG, with whom the decision shall rest.

Positions at P.6/D.1 and at D.2 levels,

90 The *ad-hoc* advisory selection panel is composed of:

- The ADG of the division with the position or a staff member from the same division designated by him/her;
- another ADG designated on a rotational basis, or a staff member from the same division designated by the ADG;
- Director, HRT or a staff member designated by him/her; and
- a representative of the staff designated by the Staff Committee.

100 The Recruitment Specialist concerned provides all support services.

110 The panel makes its recommendation to the Director-General, with whom the decision shall rest.

Regional Offices: Advisory Selection Committees

120 Each regional office establishes a regional advisory selection committee to recommend selections for Professional positions from grade P.1 to grade P.5 in the regional office and at WHO representatives' offices.

130 For positions at P.6/D.1 and above the responsible ADG or for WHO Representatives, the Director-General's Office, will nominate a staff member at the grade of the position to serve on the regional office advisory selection committee. HRT should be contacted to provide the name of the ADG's or Director-General's nomination.

140 The committee makes its recommendation to the Regional Director with whom the decision shall rest for all staff members up to and including grades P.6/D.1, except for WHO Representatives

150 Regional directors may determine the procedures for proposing and recommending candidates for selection for General Service positions in the regional office, WHO representatives' offices and field projects.

160 The committee makes its recommendation to the Regional Director or the person with the delegated authority with whom the decision shall rest.

General service staff

170 General service positions should be filled as far as possible by staff recruited from the local commuting area of each office. When no qualified candidates are available locally to fill specific positions, staff may be recruited from outside the local area for such positions. For detailed provisions regarding staff in positions subject to local recruitment, refer to III.13 [Staff in positions subject to local recruitment](#).

Interviews, tests and background verifications

180 Interviews and tests are arranged by the Recruitment Specialist. If travel is involved, the cost of all expenses related to the travel including visa costs and any other related expenses which would not normally be covered by the terminal allowance is borne by the relevant department or division (regional office). To the extent possible, testing should be conducted electronically with suitable anonymity of the authors during review and checking of test papers for plagiarism by the Recruitment Specialist concerned using approved software for the purpose.

190 Interviews through video/telephone conference facilities may be a cost-effective alternative to travel, if such facilities are available at the locations concerned.

200 Reference checks should be initiated, preferably before candidates are invited for interview. Although time constraints or other factors may require this step to be completed after the interview, it must be done before the initiation of the appointment action is made.

210 Candidates short-listed for interview should be asked to supply copies of their educational qualifications to the Recruitment Specialist and will be vetted against Clear Check. Clear Check is a centralized database that permits the sharing of information amongst UN entities on former members of UN personnel with records of sexual exploitation and abuse or sexual harassment, with the aim to prevent re-employing these individuals within the UN system.

After selection procedures

220 After approval of a selection the Recruitment Specialist communicates the name of the selected candidate to the department/unit director (programme manager or Regional Director) concerned and to the members of the advisory selection committee. The Recruitment Specialist then enters the candidate profile in the on-line system and informs the department/unit director) programme manager or Regional Director who can initiate the appointment action through the on-line system.

Medical examinations

230 All appointments are conditional on SHW or the Regional Staff Physician (RSP) giving medical clearance and declaring the candidate fit for duty. The candidate is referred to a list of UN designated physicians to whom he/she should be sent for a medical examination, the results of which are transmitted to SHW or to the RSP. Each regional office is sent a copy of the list of UN designated physicians.

240 When requesting a candidate to undergo a medical examination, it must be emphasized that no offer of appointment can be made until the results of the examination are known. The candidate should also be informed of the limit of reimbursable expenses (established by the Director, Staff Health and Wellbeing Services (SHW)) and the fact that the reimbursement of additional examinations or tests may be approved only if such need has been recognized by Director, SHW beforehand. Form [SHW 1](#) is sent to the candidate and should be completed by an approved examining physician and returned to Director, SHW at Headquarters/RSP at Regional Offices who, based on the results of this examination, will determine whether the prospective staff member's standard of fitness is acceptable for service with the Organization.

250 Full detailed provisions regarding medical clearance, see III.15 [Medical Examinations and Immunizations](#).

[Release of Candidates by their own Governments](#)

260 A national of any country who is a government employee may not be offered an appointment until the government has agreed to the release. In writing to a government to obtain the release of a selected candidate, or to the candidate, the Recruitment Specialist should send a copy of the letter to the regional office concerned.

[Clearance of Candidates by the Host Government](#)

270 For country-based staff, the government of the country to which it is planned to assign the selected candidate must also be informed of the projected appointment and asked to signify its acceptance of the candidate; a curriculum vitae should normally be attached to this clearance request. If the appointment is to an inter-regional project, the announcement to the government is made as a matter of courtesy and information only.

[Copies of Correspondence](#)

280 Apart from the specific guidance on the routing of correspondence and copies of correspondence given above, a copy of all communications exchanged in relation to the appointment should be made available through the on-line records management system.

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[Selection policy](#)

290 An organization-wide framework has been approved by the Director-General for the selection, recruitment and extension of temporary staff which is used as a basis for the development of procedures at the Organization's major established offices.

300 The guiding principles behind the framework are:

- The paramount consideration for selection is the necessity of securing the highest standards of efficiency, competence and integrity;
- Within that context, in the recruitment of Professional temporary staff, other than National Professional Officers, due regard shall be given to the Organization's diversity targets;
- Recruitment on a temporary appointment should be based on the resources forecast in the HR Action Plan, as approved; and
- the recruitment process should be initiated and completed in a timely fashion.

[Gender and geographical targets](#)

[Professional staff](#)

310 Gender and geographical considerations should be taken into account in recruitment of temporary Professional staff. Every effort must be made to include qualified women, with due regard to other diversity targets, particularly geographic representation (see [Geographical Status Report](#)) on a temporary professional contract for 6 months or more, including extensions of an initially shorter contract to a total of more than six months.

[General service staff](#)

320 Temporary General Service staff are not normally recruited from outside the local area when fully qualified candidates are available locally.

330 If, following a competitive process at the local level, no candidate is identified who meets the minimum requirements of the vacancy notice, consideration may be given, on an exceptional basis, to the recruitment of a qualified candidate from outside the local area. In such cases, subject to the prior approval of Director, HRT/Regional Director the position shall be re-advertised and applicants from outside the local area can be considered.

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340 For detailed provisions regarding staff in positions subject to local recruitment, refer to [Section III.13.1](#).

Selection procedures

350 The following two (2) types of selection procedure will apply:

a) When the temporary assignment is for six (6) months or less:

- i. advertisement of the temporary function is not a requirement in this case. However, in the case of appointments which have the potential of being extended beyond six (6) months, managers are strongly urged to advertise the position at the beginning of an assignment in the interest of the efficient and effective management of the recruitment process;
- ii. the manager will identify qualified candidates. More than one (1) qualified candidate should be identified whenever possible;
- iii. the manager will screen qualified candidates through the most appropriate means;
- iv. the manager will recommend candidates in priority order to the person authorized to approve the appointment, through the HRO/RHRM for review. The proposal must include a written assessment and justification;
- v. candidates will be vetted against Clear Check, a centralized database that permits the sharing of information amongst UN entities on former members of UN personnel with records of sexual exploitation and abuse or sexual harassment, with the aim to prevent re-employing these individuals within the UN system; and
- vi. two (2) references from recent employers will normally be required for the selected candidate before an offer of appointment is made.

b) When the temporary assignment is for more than six (6) months:

- i. all professional assignments will be advertised for at least three (3) weeks on the WHO website as well as through other relevant means as necessary to ensure broad outreach. General Service assignments should normally be advertised on the Intranet unless a person is being taken from a roster of pre-qualified candidates;
- ii. the manager will screen qualified candidates through the most appropriate means, e.g. video-conference or face-to-face interviews;
- iii. the manager will present to the HRO/RHRM for review, prior to submission to the person authorized to approve the appointment, a short-list normally containing, as a minimum, the names of the three (3) most qualified candidates in priority order, together with a written assessment for each candidate. Every effort must be made to include qualified women on the short-list, with due regard to other diversity targets, particularly geographic representation. A justification for the priority listing must also be provided;
- iv. candidates will be vetted against Clear Check;
- v. two (2) references from recent employers will be required for the selected candidate before the appointment is offered; and
- vi. once a staff member has been selected for a temporary appointment under this procedure and provided that the terms of reference (TOR) remain substantially the same and the grade level is unchanged, subsequent temporary appointments on the same function may be offered without readvertising, subject to satisfactory performance, maximum duration on temporary appointments, and maximum duration of the temporary function.

360 The procedures outlined above are minimum standards around which established offices may build more detailed procedures. These minimum standards apply to all temporary appointments, excluding those of 60 days or less. Deviations from these minimum standards will be considered only in the most exceptional cases. Any requests for deviations should be submitted to Director, HRT at Headquarters, or Regional Director (or his/her delegate) in the regions, for a decision.

370 The following requirements apply in all cases:

- i. recruitment will be initiated by the relevant technical unit on the basis of signed and dated terms of reference (TOR) and personal profile. The terms of reference should so far as possible be based on generic terms of reference and, for positions at the Professional level follow the approved position description format. In addition, an up-to-date curriculum vitae (CV)/personal history form and verification that funds are available are required;
- ii. the grade level for the TOR will be determined by the HRO/RHRM in accordance with the applicable and approved classification standards of the International Civil Service Commission (ICSC);
- iii. all short-listed candidates will be assessed by the HRO/RHRM;
- iv. the signing authority will be:

a. at headquarters and inter-regional positions for appointments:

- up to 6 months:
 - i. at grade up to and including P.4 the Director concerned and re-delegation is limited to temporary appointments up to and including G5 up to 6 months;
 - ii. at grade P.5 it is delegated to the Assistant-Director General concerned or if delegated, departmental director;
 - iii. at grade P.6/D.1 and above as well as WHO Representatives rests with the Director-General.
- for more than 6 months:
 - i. at grade up to and including P.5 the Assistant Director-General concerned, or if delegated, departmental director;

ii. at grade P.6/D.1 and above and WHO Representatives the Director-General.

b. in the regions for appointments up to and more than 6 months graded up to including P.6/D.1 and above the Regional Director, except for WHO Representatives.

In all cases, the decision will be taken in consultation with the concerned HRO/RHRM.

[Interviews, tests and background verifications](#)

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

[Clerical and Secretarial staff at HQ](#)

390 Information on testing for clerical and secretarial staff at HQ can be found under [staff in positions subject to local recruitment](#).

[Medical examinations](#)

400 Full details on medical clearance can be seen in [Section III.15 Medical Examinations and Immunizations](#).

III.4.3 Appointment policies

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- [Continuing Appointments](#)
- [Fixed-term Appointments](#)
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Introduction

10 This section sets out the administrative policies and procedures required to implement the provisions of Article 35 of the WHO Constitution, Articles [I](#) and [IV](#) of the Staff Regulations and [Section 4](#) of the Staff Rules relating to appointments. It sets out the types of appointments given to staff and the general conditions attached to the granting of such appointments.

20 This section should be read in conjunction with III.4, Recruitment and appointment, Appointment procedures.

30 WHO has three (3) types of staff appointments, as follows:

Type of appointment	New Staff Rules
Continuing appointment	Staff Rule 420.2
Fixed-term appointment	Staff Rule 420.3
Temporary appointment	Staff Rule 420.4

Continuing Appointments

40 The provisions applicable for granting staff members a continuing appointment became obsolete on 1 January 2019 pursuant to Staff Rule 420, see [III.5.13](#).

50 In accordance with the provisions of Staff Regulation 4.5, staff members who hold appointments at the level of Deputy Director-General, Assistant Director-General or Regional Director, are appointed on a fixed-term appointment, for a period not to exceed five years. If they should hold a continuing appointment at the time of their promotion, the appointment must be converted to a fixed-term appointment, for a period not to exceed five years, subject to renewal.

60 Ongoing service on a continuing appointment is subject to such factors as continuing need for the function, availability of funding, and satisfactory performance and conduct.

70 A continuing appointment may be terminated in accordance with the relevant provisions of the Staff Rules.

80 The terms of employment of staff on continuing appointments are set out in the Staff Regulations and Rules and related policies and procedures.

Fixed Term Appointments

90 A fixed-term appointment issued under Staff Rule 420.3 is a time-limited appointment of an initial period of one (1) year or two (2) years.

100 Staff members, including staff members seconded to the Organization, employed for the performance of functions identified in approved HR Action Plans as being of a longer term nature, will be appointed initially on fixed-term appointments.

110 A fixed-term appointment will be subject to a period of probation, which will be of at least one (1) year and which may be extended for up to two (2) years, when necessary, for adequate evaluation of the staff member's performance, conduct and suitability to international civil service.

120 No reclassification exercise will be undertaken during the first two years following a selection to a fixed-term appointment.

130 Fixed-term appointments may be extended for periods of up to two (2) years subject to the conditions in [III.5.12](#).

140 In the absence of any written offer and acceptance of extension, fixed-term appointments will expire on the completion of the agreed period of service.

150 When it is decided not to offer an extension of appointment to a staff member holding a fixed-term appointment, the staff member will be given notice of this decision no less than three (3) months before the expiry date of the appointment. Staff members holding fixed-term appointments who do not wish to be considered for extension, will also provide the appropriate notice of their intention ([Staff Rule 1040](#)).

160 A fixed-term appointment may be terminated in accordance with the relevant provisions of the Staff Rules.

170 The terms of employment of staff on fixed-term appointments are set out in the Staff Regulations and Rules and related policies and procedures.

Temporary appointments

180 A temporary appointment under Staff Rule [420.4](#) is a time-limited appointment of up to two (2) years. If the temporary appointment is of less than two (2) years, it may be extended, provided that the total duration of uninterrupted service under consecutive temporary appointments does not exceed two (2) years.

190 Staff members employed for the performance of temporary functions as identified in the approved HR Action Plans, will be initially appointed on temporary appointments.

200 A staff member who has completed the maximum period of uninterrupted service on one (1) or more temporary appointments may not be re-employed by the Organization unless more than thirty (30) calendar days have elapsed since separation from service.

210 A break in service of thirty (30) calendar days or less does not interrupt the count towards the maximum duration of service on temporary appointments.

220 Breaks in service of more than thirty (30) calendar days will automatically terminate the count towards the maximum duration on temporary appointments. The maximum duration of service will start anew as from the effective date of a new appointment.

230 Extensions/renewal of temporary appointments either in the same or another temporary function will be subject to such factors as continuing need for the function, availability of funding, satisfactory performance and conduct.

240 In the absence of any offer and acceptance of extension, temporary appointments will expire on the completion of the agreed period of service.

250 When it is decided not to offer an extension of appointment to a staff member holding a temporary appointment, the staff member will be given notice of this decision no less than one (1) month before the expiry date of the appointment. Such notice will not be required in the case of a staff member holding a temporary appointment who has reached the maximum duration of uninterrupted service under consecutive temporary appointments ([Staff Rule 1040](#)).

260 Temporary appointments may be terminated in accordance with the relevant provisions of the Staff Rules.

270 The terms of employment of staff on temporary appointments are set out in the Staff Regulations and Rules and related policies and procedures.

280 Staff members holding temporary appointments may apply and be selected for fixed-term positions. Upon selection for a fixed-term position, the staff member will be issued a fixed-term appointment.

290 Provision is made in the Staff Rules for temporary appointments of 60 days or less. The terms of employment applying to such staff members may be found in the [relevant policy and procedures](#).

III.4.4 Appointment procedures

(Fixed Term Staff) Version: 9.0 | Last Revision: 09/02/2021

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Purpose

10 This section sets out the administrative procedures required to implement the provisions of Article 35 of the WHO Constitution, Articles [I](#) and [IV](#) of the Staff Regulations and Section [4](#) of the Staff Rules relating to appointments.

20 This section must be read in conjunction with Section III.4.3, [Appointment Policies](#).

Pre-requisites

30 The pre-requisites to an offer of appointment are that:

- the position is established, classified and funded;
- the selection process has been completed and the selection decision approved following the procedures in place;
- the selected candidates profile has been entered in the on-line system;
- essential educational qualifications (degrees/certificates) have been submitted during the recruitment process. They will be verified against the originals when the candidate reports for duty;
- reference checks have been completed (by the Recruitment Specialist);
- Government clearance has been given when applicable;
- initiation of the appointment action; (Recruitment Specialist)
- medical clearance has been given by Staff Health and Wellbeing Services (SHW);
- security clearance has been received when applicable.

Offers of appointment

40 Upon selection for a post and before an offer of appointment can be made, a candidate shall receive written notification which shall give information on the proposed appointment and call attention to various requirements such as calling of references, medical examination, government and security clearances where required and verification of qualifications. When these requirements have been satisfactorily completed, a formal letter of offer and acceptance of appointment is prepared, signed by, or on behalf of, the Director-General (see table below) and is dispatched to the selected candidate.

50 A formal Letter of Offer and Acceptance of a fixed-term appointment (see Letter of Offer and Acceptance of a Fixed-term Appointment) is prepared, as provided in Staff Rule [440](#), when the selection and recruitment procedures described in III.4.1 [Recruitment](#) and III.4.2 [Selection](#) have been satisfactorily completed.

60 All offers of appointment are signed by the appropriate HR Officer (HRO), Global Human Resources (GHR).

70 Where the candidate selected by one region or Headquarters for a position is already serving as a staff member in another region or Headquarters, the recruiting office informs such staff members of their selection and reassignment, after consultation with the office to which they are at present attached.

Tenure of appointments

80 Initial fixed-term appointments may be for a duration of one year or more and are normally not made in excess of two years. A fixed-term

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appointment may be extended for periods of up to two (2) years, subject to the conditions in [III.5.12](#).

Effective date of appointment

90 The effective date of an appointment is the date on which an appointee reports for duty if locally-recruited. For internationally-recruited staff it is the date the staff member enters on travel status for the purpose of reporting for duty if travelling to the place of duty by a route and type of transport approved by the Organization (Staff Rule [450.1](#)). The effective date of appointment of appointees who report for duty on the first working day of a month is the 1st of the month (or earlier if their travel time begins before the 1st of the month) even if this should fall during a weekend or on an official holiday.

100 Fixed-term appointments are made to end on the last day of a calendar month, except for initial appointments which must be calculated precisely to the day, in order to coincide with the end of the probationary period.

110 A fixed-term appointment which is due to expire during a period of maternity leave, paternity leave or adoption leave, may be extended for a period determined, and under conditions established, by the Director-General, (Staff Rule [1040.2](#)). See Section III.6 [Leave and Absence](#).

Travel arrangements

120 The HR Administrator GHR makes the formal offer of appointment and also makes travel arrangements for the new staff member and assists in obtaining any necessary visas. Since a United Nations laissez passer can only be obtained through Headquarters, regional offices should request staff members appointed by them to complete application forms for a laissez passer and to send these to HR Liaison Services (HRS) at Headquarters.

130 If a regional office requests a new staff member appointed by it to report first at Headquarters for briefing, it should inform the technical unit concerned well in advance of the exact time of arrival in Geneva so that hotel reservations can be made and a briefing time-table drawn up.

140 For full details on travel on appointment see Section III.8.1, [Travel of staff members](#).

Determination of recognized place of residence and nationality

Determination of recognized place of residence

150 For Professional staff, the HR Administrator, GHR determines at the time of appointment, in consultation with the staff member, the place that is to be recognized throughout their service, as the recognized place of residence prior to appointment for purposes of establishing entitlements - Staff Rule [460](#). Unless there are reasons to the contrary, the residence shall be determined as the place in the country of the staff member's nationality where the staff member is residing at the time of appointment.

155 A staff member living in a country other than in their country of nationality at the time of appointment shall have, as their recognized place of residence, a place in the country of their nationality determined in consultation with the staff member on the basis of reasonable justification.

160 Consideration may be given to cases if the facts so warrant where a staff member, who has only one nationality, requests to have a place in a country other than in their country of nationality as their recognized place of residence, for example: if the staff member was living in that country at the time of appointment; or if they have cultural or family ties in that country; or if they have studied or worked for an extensive period of time in that country; or in the case of insecurity in the country of nationality. In such instances, the staff member must provide proof of the right of permanent residence in the country they request to have recognized as the place of residence when submitting the request to the HR Administrator, GHR. The final decision on the staff member's recognized place of residence is taken by Unit Head, HR Policy Coordination & Internal Justice (HPJ)¹.

170 If the staff member has more than one nationality, the recognized place of residence may be a place in a country other than that of the staff member's nationality designated for selection purposes. In such instances, the staff member must provide proof of the other nationality to the HR Administrator, GHR e.g. national passport, identity card or other similar documentation showing that the staff member holds the nationality of that country. The place of residence in the country of nationality other than the nationality designated for selection purposes will be determined on consultation with the staff member on the basis of reasonable justification. The final decision of the staff member's recognized place of residence is taken by Unit Head, HR Policy Coordination & Internal Justice (HPJ)².

180 If during a staff member's service time with the Organization, they wish to change the recognized place of residence to a place in a country where the staff member holds the nationality or a right of permanent residence, a request should be made in writing to the HR Administrator, GHR with supporting documentation. Such a change may be approved, once only in a staff member's service time with the Organization. The final decision on the change in a staff member's recognized place of residence is taken by Unit Head, HPJ³.

190 All positions in the general service category are subject to local recruitment. The recognized place of residence for such locally recruited persons, irrespective of their nationality and of the length of time they may have been in the area, shall be determined as the place where the office concerned is located (Staff Rule [1310.2](#)). See also [Staff in positions subject to local recruitment](#).

Determination of nationality

200 WHO recognizes only one nationality for each staff member. On appointment to a fixed-term appointment, the HR Administrator, GHR must

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verify the nationality with the new staff member if this has not been done earlier. In most cases, the staff member's nationality is as indicated on the national passport, a copy of which should be placed in the staff member's personnel records and the nationality should be entered on the reporting form for appointment. Although only one nationality will be recognized, all other nationalities held by a staff member will, after verification, also be recorded. If doubt exists as to which nationality, for WHO purposes, a staff member is most closely associated with, the matter should be referred to Unit Head, HPJ⁴ at Headquarters for decision.

210 Once initially determined at the time of appointment, the nationality of a staff member remains unchanged for the duration of their service with the Organization except in those cases in which a request by a staff member for a change in nationality is approved. For further details, see III.5 Performance and change of status, [Change of nationality](#).

220 A staff member who resides in, or is assigned to, the country of their recognized place of residence is not eligible to receive expatriate allowances and benefits. Internationally recruited staff members who change their nationality to that of their duty station will have their place of residence recognized in the country of their new nationality and consequently, as of the effective date of this change, will cease to be eligible for expatriate allowances and benefits, except as otherwise provided for in the Staff Rules.

Reporting for Duty

230 Newly recruited staff members report according to the instructions set out in the offer of appointment and on the date agreed. Staff members report for duty to the HR focal point at their new duty station or the initial induction location.

240 The HR focal point should also provide information on the other administrative formalities which need to be completed when joining the Organization and/or when arriving at a new duty station.

The HR focal point ensures that the necessary appointment forms are completed, including:

- Reporting Form for Appointment ([WHO 279](#))
- Designation of Beneficiary for residual settlement (UN Joint Staff Pension Fund) ([PENS A/2](#))
- Declaration of Personal Status, Dependant's Recognition and Health Insurance ([WHO 90.1](#))
- Instructions for Salary Payment ([WHO 114](#))
- Designation, Change or Revocation of Beneficiary (Staff Rule [495](#)) ([WHO 90.6](#))

250 As required by Staff Rule [490](#), staff members are responsible on appointment for supplying the Organization with any other information and documentation that may be required for the purposes of determining their status under the Staff Rules or of completing administrative arrangements in connection with their appointments.

260 On appointment, the HR Administrator, GHR also verifies personal data such as birth and marriage/legally recognized domestic partnership dates and dependency status and determines eligibility for allowances. The information provided by the staff member concerning the dates of birth of staff members and their families are verified against the official birth certificates issued by duly constituted authorities. Where no official birth certificate has been issued, the date of birth as shown on the passport, identity card or similar document may be referred to. A subsequent request for change of date of birth arising from an alleged error in the record may be considered only if it is submitted:

- before the staff member separates from service; and/or
- before the staff member reaches the age of 50, according to the original date of birth; and/or
- within two years of the date of the staff member's initial employment with the Organization; and
- within six months of the discovery by the staff member of the alleged error, provided the staff member shows conclusively that exceptional circumstances existed which precluded his/her discovery of the alleged error earlier.

270 Any staff member who is a medical doctor registered as such by a Member State or who holds a degree such as Ph.D., LL.D, D.Sc., from a recognized university which confers that title is authorized to use the title "doctor" in WHO. Use of other titles, such as Professor, or Ambassador is not permitted.

280 Newly appointed staff members must declare in the on-line Personal History form (under "Family/Residence Information", "Relatives" section) if they are related to a WHO staff member who is their parent, son, daughter, brother or sister or spouse. All Staff members shall be responsible for keeping this information current [including when applying for vacancies].

290 The HR Administrator, GHR makes arrangements in consultation with SHW/Regional Staff Physician (RSP) for any further medical examination that may be necessary (see III.15, Medical Examinations and Immunizations, [Pre-appointment examination](#)). In addition, assistance will be provided in helping the staff member to settle into their new employment and environment. Requests for salary advances to meet urgent needs may be considered in accordance with established procedures on salary advances (see III.3, Salary, Allowances and Grants, [Salary advances](#)).

300 Staff members newly recruited or transferred to a new duty station are required to provide their home address and contact information as soon as possible after their arrival.

Probation

310 Any fixed term appointment of one year or more is subject to a period of probation of at least one year and may be extended when necessary

for adequate evaluation of the staff members performance, conduct and suitability to international service (see Staff Rule [420.7](#)). Persons appointed for periods of one year are considered as being in a continuous probationary period. This also applies to appointees transferring from another United Nations organization, on a fixed-term appointment of one year or more in accordance with Staff Rule [420.6](#), except for appointees transferred from the Pan American Health Organization (see Staff Rule [480.1.3](#)). Appointees transferred from the Pan American Health Organization who have not completed a probationary period will be required to do so upon transfer to WHO.

320 Staff members promoted or reassigned to another post while still on probation are normally required to begin a new probationary period from the date of the promotion or reassignment provided that the total probationary period does not exceed two years. This also applies to appointees transferring from another United Nations organization, on a fixed-term appointment of one year or more in accordance with Staff Rule [420.6](#).

Personnel records

General

330 The term "personnel records" refers to all documentation and other information pertaining to a staff member maintained in the Organization's electronic records management system, which (with the exception of medical and financial data) constitutes the official repository for information pertinent to the staff member's service with the Organization. The HR Administrator, GHR, and other HR staff who deal with personnel matters are responsible for the safe-keeping, confidential handling and security of personnel records.

340 The personnel records contain two general categories of material: (i) official and (ii) confidential.

Official Material

350 Official material relates to the ordinary details of service of a staff member, including the personal history form, letters of offer and of appointment, administrative actions undertaken in the on-line system, day-to-day written notifications or other similar correspondence, etc.

Confidential Material

360 Confidential material is of two kinds:

- privileged, which includes information and documentation concerned with pre-recruitment references, reports of pre-employment interviews, references sought by outside potential employers and confidential communications from governments; it is classified "privileged" as it is received or originated by the Organization under terms of confidentiality;
- non-privileged, which is sub-divided into "service" and "private" as follows:

(i) "service" includes performance appraisal reports and any other information or documentation related to the staff member's performance and conduct;

(ii) "private" includes designation, change or revocation of beneficiary, annual declarations of personal status, medical clearance notifications, dependant's recognition and health insurance, birth and other certificates concerning marital status/legally recognized domestic partnership and any other written notification or correspondence about the staff member's private life or outside activities.

Access to Personnel Records

370 Staff members are entitled to know of, and have access to, any non-privileged material in their personnel records. Staff members wishing to have access to information or other documents as maintained in their Personnel Records should access either the on-line employee self-service or address a written request to HR Administrator, GHR for any information or documentation maintained in their Organization's electronic records management system.

380 To protect the confidential nature of material in personnel records from improper disclosure to third parties, access to such records is limited to appropriate officials, for legitimate reasons and as authorized by HR Administrator, GHR or the responsible HQ/Regional HR Manager.

390 All human resources staff in WHO are required to sign a confidentiality of information undertaking and by doing so are subject to disciplinary action under Staff Rule [1110](#) should they divulge or use information for any purpose other than that related to the specific performance of their duties (See III.20 [Annex 4.A](#))

Personnel lists and statistics

400 HRT at Headquarters regularly prepares statistical reports on the composition of the WHO workforce.

On-boarding Questionnaire

410 The On-boarding Questionnaire is designed to provide insights into the reasons individuals join WHO and their experience with the Organization in the first six months of service. Data collected will be analysed with a view to creating a more enabling work environment.

420 Completion of the On-boarding Questionnaire, following receipt of an e-mail notification, is mandatory for staff members holding fixed-term appointments. After completing the Questionnaire on an anonymous basis, staff members may request a Face-to-Face Interview to provide any additional information they did not include in the Questionnaire itself. The Interview may be requested as follows, by contacting:

- a) in Headquarters, the HQ Division focal point in the HR Business Partners Unit (HRT/HBP).
- b) in the Regional and Country Offices, the Regional HR Manager/Regional Focal Point.

¹²³⁴ *Delegation of authority from Director, HRT to Unit Head, HPJ effective 1 January 2021*

III.4.4 Appointment procedures

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- [Offer of appointment](#)
- [Effective date of appointment](#)
- [Determination of nationality](#)
- [Travel arrangements](#)
- [On-boarding Questionnaire](#)

Purpose

430 This section sets out the administrative policies and procedures required to implement the provisions of Article 35 of the WHO Constitution, Articles [I](#) and [IV](#) of the Staff Regulations and Section [4](#) of the Staff Rules relating to temporary appointments.

Family relationships

440 A staff member who is related to another staff member under Staff Rules [410.3](#) and [410.3.1](#) shall not be assigned to serve in a position which is superior or subordinate in the line of authority to the position occupied by the staff member to whom he or she is related. Furthermore, a staff member who is related to another staff member as specified under these Staff Rules shall not participate in the process of selection, assignment, reassignment or transfer of the related staff member; or in the taking or reviewing of an administrative decision affecting the employment status, entitlements, or other benefits of the related staff member.

Medical clearance

450 Prospective temporary staff members must undergo a medical examination at the place of recruitment before beginning any travel to take up an appointment with the Organization. The existing procedures on [pre-appointment examinations](#) of temporary staff will apply.

Offer of appointment

460 Once the selection process is completed, the selected candidate will receive a notification giving him information on the proposed appointment and calling attention to various requirements such as requesting references, medical examination and verification of qualifications (Staff Rule [440.1](#)). When these requirements have been satisfactorily met, the selected candidate will receive a letter of offer and acceptance of appointment, a copy of which will be provided by the HR Administrator, GHR/Regional HR focal point to the supervisor of the position. The HR Administrator, GSC/Regional HR focal point should review the start date of all previous contracts issued to a serving temporary staff member and based on the maximum duration of service on temporary appointments indicate in the letter of offer and acceptance of appointment the effective start date of the count towards the maximum duration on temporary appointments.

470 The signed letter of offer and acceptance of appointment constitutes the contract of employment. The letter of offer and acceptance of appointment may not be issued unless medical clearance and other necessary clearances have been obtained. Medical clearance may be waived if a medical clearance in respect of a previous appointment is still valid.

Effective date of appointment

480 The effective date of appointment is as follows:

- i. internationally-recruited staff members: the appointment will take effect from the date on which the staff member enters into official travel status to assume their duties, or if no official travel is involved, from the date on which the staff member reports for duty.
- ii. locally-recruited staff members: the appointment will take effect from the date on which the staff member reports for duty.

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490 The effective date of appointment of appointees who report for duty on the first working day of a month is the 1st of the month (or earlier if their travel time begins before the 1st of the month) even if this should fall during a weekend or on an official holiday.

Determination of nationality

500 Staff members are responsible for notifying the HR Administrator, GSC/Regional HR focal point promptly of any changes that might affect their status.

510 WHO will recognize only one nationality for each staff member. Upon initial appointment, the HR Administrator, GHR/Regional HR focal point will verify a staff member's nationality in consultation with him/her. In most cases, the staff member's nationality is as indicated on the national passport, a copy of which should be placed on his/her file. Although only one nationality will be recognized, all other nationalities held by a staff member will, after verification, be recorded in the staff member's personal file. If doubt exists as to which nationality, for WHO purposes, a staff member is most closely associated with, the matter should be referred to Director, HRT at Headquarters for advice.

520 For National Professional Officers, all posts are normally subject to recruitment of nationals of the country of the official station.

530 For General Service staff, all posts are normally subject to local recruitment, regardless of nationality. As such, General Service staff members are considered as being resident in the local area, due note being taken of the staff member's nationality.

Travel arrangements

540 Details of travel on appointment for temporary staff members can be found under [Section III.8.1](#) Travel of staff members.

On-boarding Questionnaire

550 The On-boarding Questionnaire is designed to provide insights into the reasons individuals join WHO and their experience with the Organization in the first six months of service. Data collected will be analysed with a view to creating a more enabling work environment.

560 Completion of the On-boarding Questionnaire, following receipt of an e-mail notification, is mandatory for staff members holding temporary appointments of one year or more. Its completion is strongly encouraged for staff members holding temporary appointments of less than one year and more than six months. After completing the Questionnaire on an anonymous basis, staff members may request a Face-to-Face Interview to provide any additional information they did not include in the Questionnaire itself. The Interview may be requested as follows, by contacting:

- a) in Headquarters, the HQ Division Focal Point in the HR Business Partners Unit (HRT/HBP).
- b) in the Regional and Country Offices, the Regional HR Manager/Regional Focal Point.

III.4.5 Re-employment and reinstatement

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- [Re-employment](#)
- [Reinstatement](#)

10 A former staff member who is re-employed will be given a new appointment or, if re-employed within twelve months of separation he/she may be reinstated, at the option of the Organization, in accordance with the provision of Staff Rule [470](#), which are further elaborated below.

Re-employment

20 If a former staff member is re-employed, he/she will be given a new appointment and his/her conditions of service determined without regard to any period of former service, except that former service may be considered when establishing the staff member's step at the grade of the position to be occupied in accordance with the provisions of Staff Rule [320.1](#) and when determining his/her record of mobility.

30 A former staff member who has accepted a mutually agreed separation is precluded from renewed employment with WHO for a period as specified in the separation agreement (normally three years). A former staff member who is re-employed before the end of the period specified in the separation agreement will refund to the Organization any termination indemnities corresponding to the period of separation not served. Exceptional requests for re-employment before the expiration of the period specified in the separation agreement must be addressed to Director, HRD for approval. Such request must be fully justified and be accompanied by all relevant documentation.

Reinstatement

40 If a former staff member is reinstated within 12 months of being separated from service it will be so stipulated in his/her letter of appointment. On reinstatement, the staff member's service will be considered as having been continuous, and the staff member will be required to return to WHO payments received on account of separation including repatriation grant, repatriation travel, relocation shipment, termination indemnity (inclusive of the additional 50%) and accrued annual leave.

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50 The interval between separation and reinstatement will be charged, to the extent possible and necessary, to annual leave with any further period charged to leave without pay under Staff Rule [655](#). The staff members sick leave credit under Staff Rule [740](#) at the time of separation will be re-established and participation in the pension fund will be governed by the Regulations of the Fund. Coverage under any insurance will not apply during the period that is charged to leave without pay. However, staff members who wish to have the period of leave without pay count for purposes of contributory service may send a written request to the Coordinator, Insurance and Pension. The staff member will be required to pay both his/her and the organization's contributions for all insurance and he/she will be notified of the amounts and modalities of payment of the relevant contributions.

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60 These provisions are not applicable to staff members holding temporary appointments as defined in Staff Rule [420.4](#) or to those appointed under Staff Rule [1320](#).

III.4.6 Conditions for employment of former WHO/UN staff members in receipt of a UNJSPF pension benefit

Version: 6.0 | Last Revision: 06/02/2019

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Purpose

10 The purpose of the provisions set out in this section are to establish the conditions and procedures for the employment of former WHO and other United Nations staff members (hereinafter "Retirees" as defined in paragraph 30).

20 WHO is committed to the career development of serving staff members and timely succession planning by managers. Accordingly, the Organization must ensure that the employment of former WHO and other UN staff members in receipt of a United Nations Joint Staff Pension Fund pension benefit is as an *ad hoc* and time-limited measure. Managers are reminded that it is their responsibility to ensure that the employment of these former staff members takes into account the business needs of the office concerned and the best interests of the Organization, and is in compliance with the relevant rules and procedures.

Scope of application

30 For the purposes of this section the term "Retirees" applies to former staff members of WHO or another member organization of the United Nations Joint Staff Pension Fund (UNJSPF), who are in receipt of a pension benefit from the UNJSPF.

40 This policy does not apply to language service employees governed by [AIC](#) and [AITC](#) Agreements.

Contractual modalities

50 Retirees may only be employed through the following contractual modalities:

- a. Temporary Appointment under [Staff Rule 420.4](#);
- b. Temporary Appointment of 60 days or less under [Staff Rules 030](#) and [1320](#); or
- c. Consultant Contract.

General Conditions

60 Retirees may only be employed after a period of at least three months from the date of separation on retirement. However, in exceptional circumstances, the Director-General may authorize a waiver of the three-month period when he or she considers it to be in the best interests of the Organization.

70 For a period of one year from the date of separation on retirement, WHO Retirees may not be granted a temporary appointment to perform the functions of the post from which they retired.

80 Retirees may be employed subject to satisfactory performance and conduct as established in their performance assessments for the last two

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years preceding their separation from service.

90 The restrictions related to non-staff contracts remain applicable, namely individuals employed on a consultant contract shall not act in an executive capacity that commits the Organization, shall not have approving or certifying authority, and shall not serve in a supervisory capacity.

Remuneration and employment limits for Retirees

100 Employment of Retirees under temporary appointments shall be limited to a total period of service of less than six months in a calendar year.

110 For Retirees engaged through a consultant contract, the remuneration scale for WHO consultants applies.

120 The remuneration paid by WHO to Retirees shall be subject to the following limits:

- a. Retirees may not be remunerated at a level or grade higher than that at which they separated from the organization concerned, nor may they be remunerated at a level higher than that at which regular staff are remunerated for similar functions at the same duty station; and
- b. Retirees may not earn more than USD50,000 per calendar year.

130 The financial limits set out above shall apply to the net base salary, plus post adjustment as applicable, or the stipulated fee. Amounts other than those for direct compensation of services rendered, such as travel costs and daily subsistence allowance, shall not be included in the amounts subject to the above financial limits.

Specific conditions concerning Retirees who have not reached the mandatory age of separation

140 Retirees who have not reached the mandatory age of separation ^[1] may also be employed under a fixed-term appointment subject to a full-fledged competitive selection process. In such cases, the provisions under [Article 40](#) of the UNJSPF Regulations on "Effect of Re-entry into Participation" will apply. Except for paragraph 60 above, the General Conditions of this policy shall not apply.

150 Former WHO staff members who separated pursuant to a Separation by Mutual Agreement (SMA) shall not be re-employed under any contractual arrangement before the end of the period during which the relevant agreement precludes re-employment or, in the absence of a specific clause, before a period of two years from the date of separation from service.

160 Retirees who have not reached the mandatory age of separation shall not be appointed to a fixed-term appointment beyond 65 years of age. The approval of any extension of appointment beyond 65 years of age would be subject to the approval of the Director-General pursuant to [Staff Rule 1020](#).

Planning and approval

170 Managers should ensure that vacancies due to retirement are filled promptly. As a general rule, actions to fill such vacancies should be initiated six months before a staff member's retirement.

180 Managers considering employing a Retiree are required to seek approval from the Director, HRD, at Headquarters or in accordance with the Delegation of Authority in the respective Regional Office. Only requests demonstrating compliance with this policy will be considered.

Exceptions

190 Exceptions to this policy require the approval of the Director-General.

200 This policy and these procedures will enter into force for all staff from 1 May 2018.

[1] As from 1 January 2019, Staff Rule 410.2 is amended to increase the normal maximum age of recruitment from 62 to 65 years of age.

III.4.7 Interorganization mobility

(Fixed Term Staff) Version: 5.0 | Last Revision: 22/01/2021

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General

10 Transfers, secondments or loans of staff members between organizations applying the United Nations common system of salaries and allowances are governed by the inter-organization agreement reproduced in [III.20 Annex 4.B](#). Appointments by inter-agency transfer should, as far as possible, be made effective on the first of the month.

20 Appointees accepted for transfer from another United Nations organization, shall be appointed on a fixed-term appointment in accordance with Staff Rule [420.5](#), and serve the same probationary period as a newly appointed staff member. Appointees transferred from the Pan American Health Organization who have successfully completed a probationary period shall not be required to undergo a probationary period on transfer to WHO.

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30 Appointees transferred from another UN Organization who hold the equivalent of a continuing appointment, will be considered on a case-by-case basis, for such an appointment after completing a probationary period, with particular importance being paid to the practice in the releasing Organization of reciprocally honouring such appointments upon transfer of WHO staff members to them.

40 Information on the transfer, secondment or loan of a General Service staff member from another United Nations organization to WHO or from WHO to another United Nations organization is found in [III.13.1.430](#).

III.4.7 Interorganization mobility

(Temporary Staff) Version: 5.0 | Last Revision: 22/01/2021

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50 These provisions are not applicable to staff members holding temporary appointments as defined in Staff Rule [420.4](#) or to those appointed under Staff Rule [1320](#).

III.4.8 Policy on non-recruitment of Smokers or other Tobacco Users

Version: 2.0 | Last Revision: 16/07/2015

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Purpose

10 Tobacco use is the major preventable cause of death in the world, killing nearly 5 million people annually. Tobacco use is addictive. There is no safe way of using tobacco, and no safe threshold levels have been established. WHO is at the forefront of the global campaign to curb the tobacco epidemic, led by the WHO Framework Convention on Tobacco Control. The Organization has a responsibility to ensure that this is reflected in all its work, including recruitment practices. The policy of not recruiting smokers or other tobacco users is a practical demonstration of the Organization's commitment to "de-normalizing" tobacco use and promoting global tobacco control.

Definitions

20 For the purposes of WHO's Smoking Policy, a smoker is someone who smokes any tobacco product, either daily or occasionally.

- A daily smoker is someone who smokes any tobacco product at least once a day.
- An occasional smoker is someone who smokes, but not every day.
- A tobacco user is someone who uses tobacco products.
- "Tobacco products means products entirely or partly made of the leaf tobacco as raw material which are manufactured to be used for smoking, sucking, chewing or snuffing". (WHO Framework Convention on Tobacco Control, Article 1)

Implementation

30 Vacancy Notices now include the statement "WHO has a smoke-free environment and does not recruit smokers or other tobacco users".

40 Applicants are asked if they are smokers or tobacco users, and if so, would they continue to smoke or use tobacco if they were employed by WHO.

50 The policy states that smokers and other tobacco users will not be recruited by WHO. Since serving staff have already been recruited, the policy will not affect them. However, subject to the transitional measures described below, if a currently serving staff member were to leave WHO and later seek to return to work for WHO, the policy would apply.

60 There is no penalization of serving staff who use tobacco, except in the case of smoking inside WHO premises. Transition arrangements with designated outdoor areas where smoking is tolerated will remain in place until further notice. There is no intention to end or shorten the contracts of serving WHO staff in relation to their use of tobacco.

Support to staff

70 WHO encourages its staff to maintain a healthy lifestyle and strives to provide an enabling work environment.

80 WHO encourages staff who smoke or use tobacco to quit. Several measures are in place to assist staff members to stop using tobacco. WHO's Health and Medical Services (HMS), Geneva, provide support for cessation of tobacco use in the form of individual counselling, prescriptions for pharmaceutical therapy (including nicotine replacement products) and follow-up. In-house sessions for groups within WHO can be organized.

90 HMS also has an established cooperation with facilities offering specialized services, including CIPRET (Centre d'Information pour la Pr evention du Tabagisme) and the H pital Cantonal.

100 Pharmaceutical therapy (including nicotine replacement products) bought on a treating physician or on the Headquarters or Regional Office staff physician prescriptions are reimbursed by the WHO Staff Health Insurance at 80%.

110 WHO Intranet users can find more information under <http://intranet.who.int/homes/shw/healthyliving/quitsmoking/>.

III.4.9 Employment of Persons with Disabilities

Version: 3.0 | Last Revision: 17/01/2022

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Background

10 The World Health Organization (WHO) is committed to providing equity of access to employment, advancement and retention in WHO, recognizing that it is in the interest of WHO to recruit and maintain a diverse and skilled workforce that is representative of the diverse nature of society, which includes persons with disabilities. It is therefore the policy of the WHO to actively promote equity of access to employment opportunities within WHO for persons with disabilities.

20 The overall context, guiding principles and key features of this WHO policy on the employment of persons with disabilities are laid out in 2006 United Nations Convention on the Rights of Persons with Disabilities^[i], the 2030 Sustainable Development Agenda^[ii] and the United Nations Disability Inclusion Strategy^[iii]. It provides for the full and equal enjoyment of all human rights and freedom for all persons with disabilities without discrimination of any kind.

30 This is in line with the Director-General's commitment to diversity and inclusion and with WHO core values^[iv] which proclaim that "*WHO, as the directing and coordinating authority on international health within the United Nations system, adheres to the UN values of integrity, professionalism and respect for diversity.*"

40 It also supports the WHO Diversity, Equity and Inclusion Policy for WHO workforce, the purpose of which is to create a work environment welcoming to all, where everyone feels valued and can perform at their best regardless of gender, gender expression, gender identity, race, religion or belief, nationality, ethnic social origin, age, sexual orientation, marital status, disability, language, or other aspects of personal status.

50 The WHO Policy on Disability (WHO eManual Section XX) commits to making WHO an Organization which is inclusive of persons with disabilities in all their diversity by ensuring that persons with disabilities can participate in all levels of the WHO's workforce.^[v]

60 This policy is without prejudice to the Return to work following absence on extended sick leave policy, published in Information Note 04/2018.

Definitions

70 "**Accessibility**" means to ensure that members of WHO's workforce with disabilities have access, on a basis of equality with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas.

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80 **"Applicant"** refers to a member of WHO's workforce or a candidate for a published WHO vacancy (job applicant) requesting reasonable accommodation following the procedure described below in paragraphs 390-600.

90 **"Disability"** is the outcome of the interaction between individuals with a health condition and personal and environmental factors.[\[vi\]](#)

100 **"Disability inclusion"** refers to the meaningful participation of people with disability in all their diversity, the promotion and mainstreaming of their rights into the work of the Organization, the development of disability-specific programmes and the consideration of disability-related perspectives, in compliance with the 2006 United Nations Convention on the Rights of Persons with Disabilities.[\[vii\]](#)

110 **"Persons with disabilities"** include those who have longterm physical, mental, intellectual or sensory impairments, which in interaction with various barriers may hinder their full and effective participation in society on an equitable basis with others.[\[viii\]](#)

120 **"Reasonable accommodation"** means the necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on a basis of equality with others of all human rights and fundamental freedoms.[\[ix\]](#)

Scope of application

130 Applicable to: members of the workforce of WHO, regardless of the type or duration of appointment, including staff members who have dependents with disabilities and individuals working with WHO on non-staff contracts (e.g. consultants, special service agreements or APWs), interns and UN volunteers.

140 This refers to persons who are entering or already working in WHO, including those who may acquire a disability in the course of their employment with WHO.

Principles

Inclusion

150 WHO undertakes to promote a workplace culture based on fair practices which will safeguard the rights of persons with disabilities to be treated with dignity and respect and to enjoy equal opportunities at all stages of employment, including recruitment phases. In line with this principle, WHO will take steps to attract, recruit, retain and promote the career development of persons with disabilities on a basis of equity with others across all levels of WHO. WHO will also take measures to support staff members who have dependents with disabilities.

160 Every member of the WHO workforce is expected to contribute to creating and sustaining such a workplace. WHO will also strengthen understanding through a mandatory training on disability inclusion for all members of WHO's workforce and provide specific training to managers on how to manage members of WHO's workforce with disabilities and foster a culture of inclusion within their teams.

Rights protection

170 WHO will not tolerate discrimination on the basis of disability in any form, including multiple and intersecting discrimination, discrimination by association and discrimination against staff members who have dependents with disabilities.

180 The rights of persons with disabilities will be protected on an equitable basis with others, including the right to just and favorable conditions of service, and to equal opportunities and equal remuneration for work of equal value. This also encompasses safe and healthy working conditions, including protection from harassment and the redress of grievances.

190 Persons with disabilities will not be discriminated against at any point in the employment cycle. This concerns all matters related to recruitment, selection, appointment, career guidance and development, learning opportunities, performance evaluations, promotions, transfers, retention in employment and return to work.

200 WHO is committed to identifying and addressing barriers which hinder the full and effective participation of persons with disabilities in the WHO workforce, and will not impose requirements or conditions that are more difficult for persons with disabilities to meet, or may contribute to their segregation and isolation within the workplace.

No stigma

210 This policy falls under the broader framework of WHO's diversity management and reflects WHO's zero tolerance of stigma and discrimination of any kind. In that context, WHO will ensure that internal and external communication are inclusive and respectful of persons with disabilities and their rights, with the purpose of eliminating stigma and discrimination.

Reasonable accommodation

220 "Reasonable accommodation" may include provision of assistive software or support persons (sign language interpreter, personal attendant) required by staff members to effectively undertake their work tasks. Reasonable accommodation does not include removing essential

job functions, creating new jobs, or providing for personal needs also used outside the workplace, such as eyeglasses and mobility aids. WHO's reasonable accommodation procedure applies to modifications and requests which are not already covered by other policies and procedures of the Organization (e.g. flexible work policies, provision of ergonomic chairs, standing desks and large monitors), or where these policies and procedures fail to meet the needs of individual members with disabilities.

230 WHO undertakes to provide reasonable accommodation necessary to enable a person with a disability to access employment opportunities, enter into and remain in employment within WHO. The principle of reasonable accommodation applies to all aspects of employment, including:

- recruitment, selection and appointment;
- career guidance and development;
- mobility and travel;
- training opportunities;
- promotion or reassignment;
- job retention;
- teleworking from home; and
- return to work.

240 The implementation of reasonable accommodation is detailed in paragraphs 460-620 below. The procedure to request reasonable accommodation and the approval procedure will be provided in the Standard Operation Procedure for Reasonable Accommodation.

Practical application of these principles

Career opportunities, selection and recruitment

250 WHO will undertake action to ensure that WHO career sites, including webpages, are compliant with the latest Web Content Accessibility Guidelines (WCAG), and that vacancy notices are available in accessible formats (e.g. Word, HTML, accessible PDF, ePub and DAISY).

260 WHO career website and vacancy notices will make it clear that WHO welcomes applications from qualified candidates without discriminating them on any basis and a diversity statement will be posted on WHO career website and in vacancy notices.

270 WHO will also enhance outreach and sourcing through:

1. Career fairs;
2. Agencies that specifically use university networks;
3. Resident Coordinators' offices;
4. UN Information Centers;
5. Programs which target persons with disabilities in recruitment: Inform disability networks of job openings, such as IDA Member, International Disability Alliance, Women Enabled International Work, inform universities with disability rights programs of job openings.

280 Application forms will state that reasonable accommodation is available to candidates, and invite candidates to detail the accommodation they require to participate in the recruitment process on an equitable basis with others, with appropriate links to WHO policies related to personal data protection and privacy for candidates to review. Every effort will be made by the Human Resources and Talent Management department (HRT) or the Regional HR offices, as appropriate, with the support of the hiring unit, to comply with all reasonable accommodation requests. In particular, when a person with a disability is undergoing a competition or selection interview, they will ensure that appropriate arrangements are made for the reception of any candidate with a disability and for the provision of any assistance that that person may require in coming to the interview, in taking part in the interview and in carrying out tests (including but not limited to, access to buildings, special equipment, allocation of additional time during the interview or test administered during the recruitment and selection process).

290 Members of selection panels will be given training on principles of non-discrimination and guidance on any reasonable accommodation being made to the selection process for individual candidates.

300 The selection criteria will be reviewed to ensure that candidates are selected according to objective criteria related to the essential requirements of the post and that there are no criteria that might discriminate against candidates with disabilities for non-work-related reasons.

Career development and learning for staff members

310 Once recruited, staff members with disabilities have the right to fully develop their career potential on an equitable basis with other staff members. To support equity of career opportunities for persons with disabilities, WHO is committed to providing all staff members with equity of access to learning and career development opportunities (with reasonable accommodation provided where required). Training material will be developed in accessible formats and reasonable accommodation provided for staff career development activities.

320 Information about career development, advancement and training opportunities will be made available and communicated in a format accessible to staff members with disabilities, particularly where such information is communicated electronically.

330 Opportunities for staff members with disabilities to participate in training programmes, seminars, conferences and other fora that might afford opportunities for advancement will be developed and disseminated to the extent possible. Reasonable accommodation will be provided,

including screen-reader accessible materials, interpreters and assistants, and adapted materials, where necessary and appropriate, to promote the full participation of staff members with disabilities in such events.

Performance evaluation

340 The performance evaluation (Electronic Performance Management and Development System) of staff members with disabilities will be undertaken according to the objective criteria related to the essential tasks of the post occupied by the staff member being appraised. Such appraisals will make every effort to avoid application of any criteria which would indirectly discriminate against the staff member on the basis of the disability or of any reasonable accommodation provided to assist the staff member concerned in performing the essential tasks of the post.

350 The same refers to performance evaluation of consultants in compliance with WHO eManual III.16.3 and the evaluation of an intern's performance in compliance with WHO eManual III.16.4

Mobility

360 In the context of the managed mobility scheme, the situation of staff members with disabilities and staff members with dependents with disabilities will be taken into account with the aim of providing equal opportunities to these groups. As such, information on the rights of persons with disabilities, availability of services and supports and accessibility of duty stations will be provided to staff members, who will be actively consulted before decisions on mobility are taken.

Retention in employment and return to work

370 If a member of WHO's workforce acquires a disability or the situation of a member of WHO's workforce with disabilities changes, WHO will take steps aimed at enabling that person to remain in employment, or to return to work following an absence.

380 Regarding staff members, in accordance with the Policy on return to work following absence on extended sick leave^[x] and following consultation with the staff member, WHO will seek to identify and, will make every effort to provide reasonable accommodation to facilitate their retention or return to work. Such measures may include for example adaptation of the workplace, work schedules, work organization, retraining or reassignment.

Reasonable accommodation of the work environment to facilitate the employment of persons with disabilities

390 WHO is committed to taking all reasonable measures to eliminate physical or technical workplace barriers to the employment of persons with disabilities, including:

Office environment

400 WHO will take steps to ensure that the office environment is suited to the members of WHO's workforce with disabilities. Where appropriate, an occupational/ergonomic assessment of the workplace will be offered to newly recruited members of WHO's workforce with disabilities upon commencement of employment; when a member of WHO's workforce acquires an impairment during their employment with WHO; or when a member of WHO's workforce with disabilities moves to a different office which entails a significant change in the office environment, e.g. change in duty station.

Buildings

410 WHO is committed to ensuring that all new buildings or improvements to existing buildings occupied by members of WHO's workforce comply with the relevant local national legislation in respect of the access and utilization of public buildings by persons with disabilities. In this respect, WHO will make all reasonable accommodation to ensure that office spaces are accessible to members of WHO's workforce with disabilities, including the provision of accessible entrances and exits to the buildings, corridors, doorways and toilet facilities and designated parking, where necessary. Emergency facilities must be accessible to members of WHO's workforce with disabilities.

Flexible work arrangements

420 Where reasonable and appropriate, flexible working arrangements will be agreed upon between the member of WHO's workforce concerned and their supervisor, to meet both work requirements and their particular needs. This may include:

- flexible starting and finishing times;
- regular breaks during the work day;
- other measures, such as reduced hours or teleworking arrangements, with adequate technological support being provided by WHO.

Equipment

430 WHO will ensure that the members of WHO's workforce with disabilities have access to information and to communication. Members of

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WHO's workforce with disabilities may, in accordance with reasonable accommodation procedures, request special equipment or furniture necessary to enable them to perform the essential functions of their job, including effective access to information technology tools.

Meetings

440 WHO will take reasonable measures to ensure that persons with disabilities are able to participate fully in meetings, conferences, workshops, seminars and other fora. Presentation aids or other media should, as far as practicable, be accessible to persons with physical and sensory disabilities, and relevant materials should be available in accessible formats. Attention will also be paid to the accessibility of the venues where events are held, to ensure that they are accessible to members of WHO's workforce with disabilities.

Duty travels

450 WHO will provide reasonable accommodations upon request when members of WHO's workforce with disabilities or staff members with dependents with disabilities are required to travel for work. Such measures may include the travel authorization and payment for a person to accompany the staff member concerned and assist them during the travel. Travel routes for staff members with disabilities should be as direct as possible.

Mechanisms to provide reasonable accommodation

460 While WHO undertakes to make every effort to provide the reasonable accommodation, as defined in paragraph 120, necessary to overcome the barriers to enable a person with a disability to enter into employment with WHO, work effectively for and remain within WHO for as long as is appropriate, the requested accommodation should not impose a disproportionate burden on WHO, in financial terms or in terms of its practical implications, its effects on the overall work process, and with regard to length of the envisaged employment contract. WHO recognizes that some members of WHO's workforce may also experience temporary limitations in functioning. Reasonable accommodation will be made in such cases, wherever practicable.

470 This section should be read in conjunction with the SOP for Reasonable Accommodation.

Reasonable Accommodation Fund

480 A financial reserve in respect of reasonable accommodation, i.e. the "Reasonable Accommodation Fund", has been established. It is held centrally within the Business Operations Division (BOS) and is to be used to cover costs associated with facilitating required adaptations for the recruitment and retention of persons with disabilities in Headquarters and Regional and Country Offices. The Reasonable Accommodation Focal Point (to be represented by HRT) who receives reasonable accommodation requests can access this Fund if use of the Fund is considered desirable.

Applying for reasonable accommodation

490 It is incumbent upon the candidates for vacant positions and persons already employed within WHO to request reasonable accommodations. Reasonable accommodation requests will be considered from internal and external candidates and members of WHO's workforce with disabilities or who have dependents with disabilities.

500 Requests for reasonable accommodation should be submitted by using the designated form to request reasonable accommodation which should be sent to the Reasonable Accommodation Focal Point by submitting it by email to reasonableaccommodation@who.int. For recurring needs (e.g. request for an accompanying person when the member of WHO's workforce is on duty travel), the application for reasonable accommodation is submitted once.

Recruitment process

510 At all stages in the recruitment process, candidates will be made aware that reasonable accommodation is available and provided with a contact email to request such support. A representative from Human Resources and Talent Management (HRT in case of Headquarters, HRO in case of the Regions) may contact the candidate to ask for more information, and will then make the Selection Panel aware of the accommodations being made, if appropriate. Every effort will be made by HRT or the Regional HR offices, as appropriate, with the support of the hiring unit, to accommodate reasonable accommodation requests.

Reasonable accommodations for new members of WHO's workforce

520 All new members of WHO's workforce will be made aware of the WHO Policy on Employment of Persons with Disabilities and how to request reasonable accommodation during their orientation/onboarding process. New members of WHO's workforce can request reasonable accommodation by returning the request for reasonable accommodation form to a representative of HRT who will function as the Reasonable Accommodation Focal Point. The Focal Point or a representative, a staff member from HRT in case of Headquarters, HRO in case of the Regions will then organize a meeting with the applicant of reasonable accommodation to discuss the reasonable accommodation required, and coordinate with supervisors and other appropriate departments to implement, in line with the SOP for Reasonable Accommodation.

Procedure for requesting reasonable accommodation for existing members of WHO's workforce

530 Existing members of WHO' workforce can request reasonable accommodation by completing the Request for Reasonable Accommodation form by email and returning it to the Reasonable Accommodation Focal Point (reasonableaccommodation@who.int). The applicant will then be contacted by a representative from Human Resources (HRT in case of Headquarters, HRO in case of the Regions) and the supervisors then coordinate with other appropriate departments/business units to implement, in line with the SOP for Reasonable Accommodation.

Approval process

540 To ensure a timely response to the employee and reduce administrative workload, the Reasonable Accommodation Focal Point will evaluate:

- Whether the request is covered by other policies and procedures, such as flexible working hours, and the policy on Return to work following absence on extended sick leave. If yes, will refer to the appropriate process.
- Whether the request falls under reasonable accommodation, i.e. 1) it is linked to disability 2) is needed to perform the job as anyone else in the same job but without disability. If no, the request will be rejected and feedback provided.

550 Any request which is estimated to be costed more than US\$ 2,000 will be forwarded through the Reasonable Accommodation Focal Point to the Global Reasonable Accommodation Committee (GRAC; see section 7.4) for consideration and decision making.

560 If a request cannot be covered by the budget of the employee's department, the costs should be covered by the Reasonable Accommodation Fund.

570 Applicants requesting reasonable accommodation will be involved in decision-making processes. Where a request cannot be accommodated, supervisors and a representative from HRT in case of Headquarters, and a representative from HRO in case of the Regions will provide information on the reasons why and consult with the individual on other options that might be available. They will also provide additional information to the applicants on how to have the decision reviewed through the GRAC. Applicants can re-submit requests for reasonable accommodations when applying for other positions, taking on new work tasks and/or if their situation changes.

Global Reasonable Accommodation Committee (GRAC)

580 The GRAC will be composed of the Director, HRT, the Reasonable Accommodation Fund Administrator, and the HRT Reasonable Accommodation Focal Point in HQ. Operational Support and Services (OSS), Information Management and Technology (IMT), Staff Health and Wellbeing (SHW), Staff Health Insurance (SHI), or any other department or unit will be invited to provide advice to the GRAC depending on the nature of the request. In case the applicant is assigned to a duty station in a Region or applying for a vacant WHO position in a Region, a representative of that Region will participate as an additional member to the GRAC.

590 The GRAC's recommendation will be submitted to the ADG/BOS for members of WHO's workforce at Headquarters and candidates for a vacant WHO position at Headquarters or to the Regional Director for members of WHO's workforce in Regional and Country Offices and persons applying for a vacant position in the Regions or Country Offices. The reasonable accommodation may be approved provided the costs can be covered by the Reasonable Accommodation Fund or declined if it would impose a disproportionate burden on WHO, and/or with regard to Staff Regulation 4.6[xi].

Advisory role

600 The Staff Physician / Regional Staff Physician and Staff Health Insurance will serve as adviser, if consultation is necessary for evaluation of the request.

Review of a reasonable accommodation decision

610 In the event that a request is rejected by the Reasonable Accommodation Focal point, the applicant may submit a request to the GRAC for its review through the Reasonable Accommodation Focal Point.

620 A staff member may request an administrative review of a decision on a Reasonable Accommodation request in accordance with [WHO eManual III.12](#) on Informal and formal resolution of disputes.

Confidentiality

630 In accordance with medical and other norms of confidentiality, WHO will respect the confidentiality of any information provided by a member of WHO's workforce or job applicant relating to their disability or health status. Information provided on the Request for Reasonable Accommodation Form will only be accessed by the focal point receiving the request and the HQ HRT Reasonable Accommodation Focal Point in copy.

640 Some reasonable accommodation requests may require members of WHO's workforce and candidates for vacant positions within WHO to disclose information about their impairments and limitations functioning, in order to be considered fully and to ensure a consistent and equitable approach by WHO. At any point in time, applicants can decline to share information, upon which the focal point and/or GRAC will make a decision based on the information available to them.

Consultation, monitoring and evaluation

650 WHO will undertake periodic information dissemination across WHO to ensure understanding of this policy, as well as awareness raising and learning activities and complementary communication strategies.

660 At regular intervals, consultative meetings will be set up with the WHO Embracing Disability Affinity Group to discuss the policy implementation and the functioning of the application of reasonable accommodation.

670 To measure the success of this policy, WHO has set a qualitative target, instead of a quantitative target. This target is about inclusion, i.e. whether qualified (external and internal) candidates irrespective of their health status and disability felt encouraged to apply and had confidence that they would be offered equitable access to training and career opportunities and that WHO does not tolerate discrimination, lack of respect and harassment on the grounds of actual or perceived health status and disability.

680 Regarding how to measure the "accessibility success rate" of candidates or potential candidates who visit the career pages as potential candidates and those who may be discouraged as a result of lack of accessibility, traffic reports will be examined. In addition, an accessibility feedback form will be provided to proactively encourage potential candidates, with or without disabilities, to provide feedback and opinions on the accessibility or user-friendliness of the job search, registration, logging in and application processes by including evident and readily available reporting mechanisms. Some examples include:

690 To assess whether WHO meets this qualitative target, the following elements will be taken into account:

- Feedback received from staff engagement surveys and exit questionnaires; to that effect, staff engagement surveys and exit questionnaires will include questions which will allow staff to confidentially and anonymously self-identify as a person with disabilities, establish whether staff members feel welcome, valued and respected, and identify the barriers which might hinder work performance.
- Number of reports to the integrity hotline, to HR, to staff representatives and to the Ombudsman office, and number of formal complaints to IOS, from WHO's workforce members that they have been subjected to discrimination, lack of respect and harassment because of their disabilities.

700 Following an evaluation, necessary improvements to the policy will be made.

Entry into force

710 This policy enters into force on 1 January 2022.

720 WHO stresses that, while it remains firmly committed to the principle of equitable access to employment opportunities within WHO for persons with disabilities, it may not be in a position to immediately remove all barriers to fully implement this policy in each individual case. Nevertheless, WHO undertakes to continue to move forward to implement progressively all of the provisions of this policy.

[i] https://www.un.org/disabilities/documents/convention/convention_accessible_pdf.pdf

[ii] <https://www.un.org/sustainabledevelopment/development-agenda/>

[iii] https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf

[iv] <https://intranet.who.int/sites/transformation/documents/valuescharteren.pdf>

[v] WHO eManual XX: WHO Policy on disability.

[vi] See WHO eManual XX.1.2.

[vii] See WHO eManual XX.1.2.

[viii] See WHO eManual XX.1.2.

[ix] Article 2 United Nations Convention on the Rights of Persons with Disabilities.

[x] See Information Note 04/2018.

[xi] Staff regulation 4.6 provides: "*The Director-General shall establish appropriate medical standards which prospective staff members shall normally be required to meet before appointment.*"

III.4.10 Secondments from non-UN entities to WHO

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[Definitions](#)

10 A secondment is a tripartite agreement to move an employee from one entity (i.e. government or non-State actor) to WHO for a fixed period while retaining his or her rights of employment in the entity (i.e. releasing organization). During this period, the person on secondment to WHO is subject to WHO's Staff Regulations and Staff Rules except as otherwise expressly agreed by the parties.

[Purpose](#)

20 The overall purpose of agreeing to the secondment of an individual to WHO is to strengthen scientific and technical cooperation between the other entity and WHO.

30 Any secondment must be in line with WHO's programmatic priorities and require a high level of expertise. Secondments must respond to a technical need that cannot be met from within the Organization. Secondments are not for the purpose of training staff members for the other entity.

[Duration](#)

40 Secondments are normally for a period of six months up to two years and cannot be extended beyond a maximum period of five years, subject to paragraph 210 below. The maximum period of secondments from non-State actors cannot exceed two years including any extensions.

[Secondment positions](#)

50 The terms of reference of any secondment must be determined by WHO in line with its programmatic priorities and comply with WHO's Staff Regulations and Staff Rules and related policies.

- i. All positions proposed for secondments must be cleared and classified by Department of Human Resources and Talent Management (HRT) before being shared with the prospective releasing entities.
- ii. Secondments are usually at the P4 or P5 level.

60 Principles for secondment are as follows:

- i. Managerial positions or positions that involve the validation or approval of WHO's norms and standards are excluded.
- ii. Secondtees should not have supervisory functions.
- iii. Secondtees may not work in positions that would give rise to any conflict of interest for either the individual, WHO or the releasing entity.
- iv. Secondtees may not serve as liaison to their releasing entities.

[Secondment agreements](#)

70 WHO standard secondment agreements must be used in all cases. Standard Agreements are available in the WHO eManual.

[Types of secondment](#)

[Non-direct pay secondment](#)

80 The releasing entity transfers funds to cover the costs of the secondment to WHO including 13% programme support costs. The secondee is paid by WHO. The secondee and eligible family members participate in WHO's social security scheme under WHO's Staff Regulations and Staff Rules.

[Direct-pay secondment](#)

90 The releasing entity continues to pay the secondee's salary and benefits directly to the secondee. No funds are transferred to WHO. The social security coverage for the secondee and eligible family members must be as set out in the WHO standard direct-pay secondment agreement.

100 For direct-pay secondments to Geneva, special conditions agreed with the Swiss host government apply. Before engaging in any negotiation with a prospective releasing entity, the respective unit/department must consult the Team Lead of Specialized Mechanisms in the Talent Acquisition and Management unit, Department of Human Resources and Talent Management (HRT/TAM/TAS).

Funding of Secondments

110 All costs associated with the secondment must be covered by the releasing entity. Direct-pay secondments must be recorded as in-service income in the WHO programme budget.

Selection Process

120 Based on the approved and classified position description, the prospective releasing entity proposes, wherever possible, at least three qualified candidates to WHO. Consideration must be given to gender and geographical diversity by the releasing entity. The final choice of candidate rests with WHO.

130 Proposed secondees must:

- fulfil the minimum criteria of the relevant position;
- be an employee of the releasing entity (government or non-State actor) before the secondment; and
- be guaranteed a right of return to the releasing entity by the releasing entity.

Waiver of Selection

140 Secondments are subject to a waiver of competitive selection by the Director-General, upon request by the Director/Head of Office concerned providing justification for the proposed secondment.

150 The following documents must be attached to the request for a waiver of selection for the purpose of a secondment to WHO:

- CVs of all proposed candidates;
- approved and classified position description; and
- draft secondment agreement (standard).

160 All requests for secondment must be routed, through the respective Assistant Director-General and Director, HRT to the Director-General.

Declaration of Interest

170 Prior to the conclusion of any secondment agreement, a declaration of interest must be completed and signed by any proposed secondee, irrespective of their grade, and no (actual or perceived) conflict of interest must have been identified for which adequate mitigation measures are not possible. The DOI must be cleared by Compliance and Risk Management and Ethics /Ethics Unit.

Conclusion of Secondment Agreement

180 When all conditions have been fulfilled and subject to the required clearances including a waiver of selection and DOI, secondment agreements may be signed by the parties. Secondment Agreements must be signed by the concerned ADG or Regional Director.

190 Secondments:

May not begin until:

- i. the secondee has been offered and accepted the corresponding letter of appointment as a WHO staff member, on secondment from the releasing organization subject to the terms and conditions contained in the secondment agreement; and
- ii. the conditions of the appointment have been satisfactorily fulfilled; and
- iii. WHO has set a date on which the secondee reports for duty with WHO.

Secondments at country level

200 In line with eManual provision [III.4.2.30](#) Secondees cannot be nationals of the country to which they are being assigned.

Additional provisions and conditions for Secondment Agreements with Non-State Actors

210 Secondments from non-State actors are governed by provisions of the Framework of engagement with non-State actors (FENSA) and the Criteria and principles for secondments from nongovernmental organizations, philanthropic foundations and academic institutions (A70/53).

220 WHO does not accept secondments from private sector entities.

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230 The proposed arrangement for a secondment must undergo a due diligence and risk assessment by CRE/DAN (Compliance and Risk Management and Ethics Office/ Due Diligence & Non-State Actors Unit).

240 The secondment will be published in:

- i. the register of non-State actors under the releasing entity's entry; and
- ii. the annual report on engagement with non-State actors, which will include the justification for the secondments.