

## Recruitment and Selection Framework Policy

### Scope and Applicability

1. The paramount consideration in the recruitment and selection of UNDP staff members shall be... *“the necessity of securing the highest standards of efficiency, competence and integrity”*, as set forth in Article 101, paragraph 3, of the [UN Charter](#) and UN Staff Regulation 4.2.
2. The UNDP Recruitment and Selection policies are intended to provide UNDP country offices and headquarters hiring units with the principles governing recruitment and selection and specific guidance for filling vacant posts at the local and international levels in accordance with the Charter, the Staff Regulations and the Staff Rules.
3. Unless otherwise indicated, these policies apply to the recruitment and selection for UNDP posts leading to appointments under the Staff Rules, both local and international, up to and including ICS-13 (D-1/P-6). This is inclusive of General Service (G1-G7 category) and the National Professional (NOA-NOE) category. However, the recruitment and selection of staff members for ICS-14 (D-2/P-7) level posts are the exclusive prerogative of the Administrator and will be guided by the Senior Review Group<sup>1</sup> and the principles of this policy to the extent possible. The selection of candidates for the posts of UN Resident Coordinator/UNDP Resident Representative (RC/RR) follows a separate policy and procedure agreed upon by the Funds, Programmes and Agencies of the UN system.
4. Individuals who are recruited for service limited to another entity (UN agency, fund or programme), but who are administered by UNDP on behalf of such an entity, are selected in accordance with the policy and procedure agreed upon by that entity and UNDP.

### Relevant Policies

#### Governing Framework, Principles, Conditions and Authority

5. This section provides the overall framework for recruitment in UNDP. It highlights the most relevant UN [Staff Regulations](#) and Staff Rules, describes the guiding principles behind all staff recruitment and selection activities and lays out the necessary conditions for selection of candidates for UNDP posts, including their qualifications, demonstrated competencies and performance; integrity; diversity; including geographic distribution and gender parity; residency; staff status (including whether or not a staff member has been approved by an Advisory Body); mandatory retirement age and other related matters.

### Relevant Staff Regulations

---

<sup>1</sup> i.e. for UNDP, this means the Executive Group (EG)

6. This policy implements UN Staff Regulations and Staff Rules including but not limited to:

Regulation 1.2 (c): *Staff members are subject to the authority of the Secretary-General<sup>2</sup> and to assignment by him or her to any of the activities and offices of the United Nations.*

Regulation 4.1: *As stated in Article 101 of the Charter, the power of appointment of staff members rests with the Secretary-General.*

Regulation 4.2: *The paramount consideration in the appointment, transfer or promotion of the staff shall be the necessity for securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible.*

Regulation 4.3: *In accordance with the principles of the Charter, selection of staff members shall be made without distinction as to race, sex or religion. So far as practicable, selection shall be made on a competitive basis.*

Regulation 4.4: *Subject to the provisions of Article 101, paragraph 3, of the Charter, and without prejudice to the recruitment of fresh talent at all levels, the fullest regard shall be had, in filling vacancies, to the requisite qualifications and experience of persons already in the service of the United Nations.*

### **Recruitment and Selection Policies and Procedures for all UNDP Posts**

7. UNDP has established a separate recruitment and selection policy and procedure for each of the following types of appointments:
- (i) FTA: international professional (IP) posts covered by Candidate Pools;
  - (ii) TA: international or local, all levels and locations

### **Guiding Principles**

8. The recruitment and selection of staff members at UNDP will be guided by the following six principles:

---

<sup>2</sup> The authority to appoint and administer UNDP staff members under the Staff Rules has been delegated by the Secretary-General to the Administrator of UNDP, and therefore any mention of the Secretary-General in the present document is to be understood as referring to the UNDP Administrator.

**Competition**: Selection will follow a visible and fair competitive process for all vacancies, regardless of post, contractual modality or hiring unit.

**Objectivity**: Screening will be conducted with professional rigor, with candidates measured against clearly articulated criteria, job skills and competencies and corporate priorities;

**Transparency**: The recruitment and selection criteria and all phases of recruitment processes will be transparent to staff and candidates to the fullest extent possible;

**Diversity**: UNDP's workforce will reflect diversity and will strive to include equal numbers of men and women, staff members representing as wide a geographic distribution as possible and individuals from under-represented groups, indigenous groups and persons with disabilities<sup>3</sup>.

**Non Discrimination**: Subject to the principle of recruiting staff members on as wide a geographical basis as possible, UNDP will not discriminate in its recruitment and selection processes on the grounds of race, national or ethnic origin, colour, religion, age, sex, gender identity, sexual orientation, marital status, family status or disability.

**Accountability**: Hiring managers will be held accountable both for their selection proposals and the manner in which they have followed the processes leading up to them.

### **Accountability**

9. Hiring managers are responsible and accountable for their selection proposals and for the manner in which the recruitment and selection processes have been conducted. When they sign off the submission for the Compliance Review Bodies they certify that the selection process was conducted properly.
10. Management is accountable for the planning of human and financial resources necessary to meet the business unit goals, objectives and work plan.

### **Employment of disabled persons**

11. It is UNDP's policy to offer equal employment opportunities to persons having a physical or mental impairment when they are qualified and when a reasonable prognosis does not suggest a significant change in the person's capabilities and skills in the near future. To that end, every effort is made to modify the functional requirements of positions and the physical facilities associated with them, when that will facilitate the employment of qualified disabled persons.

---

<sup>3</sup> See Article 27 UN Convention on the Rights of Persons with Disabilities

## **Priority Considerations**

### **Corporate Priorities**

12. All candidates must meet the defined requirements in the vacancy announcement.
13. Hiring managers must give due consideration to corporate priorities or promulgated decisions such as order of retention, gender, nationality or geographical representation, as described below, may also come into consideration in the selection among qualified candidates.
14. For accountability purposes, Hiring Managers must make a documented business case for any selection decision they take which deviates from corporate considerations. Such business cases will be submitted to the relevant compliance review body (CRB/CRP), as appropriate. For selections that do not require the involvement of the CRB/CRP, the documented business case will be kept with the recruitment records.

### **Full regard to UNDP Internal Candidates<sup>4</sup> and Order of Retention in Cases of Abolition of Post or Reduction of Staff**

15. UNDP Vacancy Announcements may be advertised internally and externally at the same time. Without prejudice to the recruitment of new talent, full regard shall be given to qualified internal candidates.
16. Pursuant to Staff Rule 13.1 (d) and Staff Rule 9.6 (e), if the appointments of staff are to be terminated as a result of the abolition of a post or the reduction of staff; and provided that due regard is given to relative competence, integrity and length of service, staff members shall be retained in the following order of preference:
  - a) Staff members holding a Permanent Appointment (PA);
  - b) Staff members holding a Continuing Appointment (CA);
  - c) Staff Members holding a Fixed Term Appointment (FTA);
  - d) Staff members holding a Temporary Appointment (TA).
17. The order of retention granted to staff members holding permanent appointments means that those staff members affected by the abolition of their posts or the reduction of staff will be given priority consideration over external candidates. This means that staff members holding permanent appointments shall be given priority consideration over other internal candidates if they are qualified, and subject to the availability of suitable posts in which their services can be effectively utilized.

---

<sup>4</sup> A UNDP internal candidate is a staff member holding a permanent, continuing or fixed-term appointment which has been endorsed by a corporate review body.

18. The order of retention also applies to staff members holding permanent appointments who apply for positions upon completion of their tour of duty or return from an inter-agency movement that has been authorized by the Organization.
19. The order of retention granted to staff members holding a fixed-term appointment means that those staff members affected by the abolition of their posts or a reduction in staff numbers will be given priority consideration over external candidates, including TA holders.

## **Eligibility Considerations**

### **Integrity**

20. Pursuant to the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, a staff member summarily dismissed or separated from the UN Common System for disciplinary reasons shall be banned from any future employment and contractual opportunities with UNDP. Furthermore, a staff member who has resigned from the UN Common System while under investigation or in the course of disciplinary action shall be banned from work with UNDP under any contractual modalities until he/she is fully cleared from the allegations of misconduct raised against him or her.

### **Family Relationships**

21. Pursuant to Staff Rule 4.7 and UNDP's [policy on Family Relationships](#) and in order to avoid real or perceived family influence or conflicts of interest, a staff appointment or a non-staff contract in UNDP shall not be offered to a person who bears any of the following relationships to a UNDP staff member: father, mother, son, daughter, sister or brother. There is no exception to this rule<sup>5</sup>.
22. The above provisions on family relationships apply to the recruitment of individuals at UNDP, irrespective of the type of contractual modalities applicable (TA, FTA, CA or PA appointments as well as Service Contracts (SC) and Individual Contracts (IC). Given their non-staff status and receipt of a volunteer living allowance, United Nations Volunteers (UNVs) are exempt from this prohibition.
23. For individuals who are recruited by UNDP on behalf of another organization or who are hired to work for another organization under a UNDP administered contract, UNDP will, prior to the recruitment, advise that organization of the existence of the family relationship with the individual employed by UNDP in the same duty station. While it is generally not advisable for another

---

<sup>5</sup> The provision for exceptional waivers to be granted in cases where another person equally well-qualified cannot be recruited has been discontinued in Staff Rule 4.7 (a), and therefore there is no longer any possibility of an exception to this prohibition.

organization to pursue the recruitment of a candidate who has a family relationship with an individual employed by UNDP in the same duty station, UNDP will honour a written request from the other organization to recruit on their behalf, and the accountability for this decision will reside with said organization.

24. **Spouse:** Pursuant to Staff Rule 4.7 (b) and (c) and recognizing the importance of supporting dual careers, the spouse or recognized partner of a staff member may be appointed to a position, in accordance with UNDP's [Policy on Family Relationships](#).

### Age Limitations

25. Candidates who have reached the mandatory age of separation (MAS) shall not be considered for vacant posts. If they are less than 12 months in age from the MAS, they may be considered only with the understanding that the appointment does not affect their mandatory separation date and is not a justification for a waiver to the MAS.
26. With due consideration to the circumstances under which an individual separated except upon retirement, from UNDP or the UN Common System (which must be verified through reference checks as stipulated in the UNDP Policy on Minimum Academic Qualifications and Work Experience (LINK) and without prejudice to paragraph 21 above on integrity, former UNDP staff members may be recruited, if agreed to by Director, OHR through re-employment or re-instatement depending on the period that has elapsed between the separation and the resumption of the new functions and the contractual modalities applicable (see Staff Rules 4.17 and 4.18). Furthermore, the re-hired staff member may be required to reimburse in-part or in-full any monies received for the separation pursuant to Staff Rules 4.17 and 4.18 and any agreed separation arrangement.
27. Staff members moving from a FTA to TA type of appointments are subject to break-in-service requirements. Hiring managers must not shortlist candidates whose appointment would violate these requirements. Please refer to the Break-in-Service Requirements ([Table IV of the Temporary Appointment Guidelines](#)).

### Recruitment of Government Personnel

28. Any candidate who is a government employee must disclose this relationship prior to recruitment. As a general rule, candidates who are employed by a government or a government entity must resign from said employment upon acceptance of an appointment with UNDP. Cases where candidates are employed by a Government, will be reviewed individually. Where secondment arrangements have been agreed to, the candidate must declare loyalty to the UN only and promise to discharge their functions and regulate their conduct so as to preserve the independence, impartiality and neutrality expected of UNDP staff members as international civil servants. The period of secondment shall normally not exceed two years. All candidates will be required to complete a Conflict of Interest Form.

## **Nationality and Residency Requirements**

### **Nationality**

29. In accordance with Staff Rule 4.3, the United Nations shall not recognize more than one nationality for each staff member. The applicant, whether external to UNDP or already a UNDP staff member, must disclose all the nationalities he or she has acquired, even if only one nationality is recognized by the UN Common System for the purpose of the Staff Regulations and Rules.

### **Residency Requirements**

30. Depending on the duty station and category of post, certain specific residency requirements may be applicable before an offer of appointment is made. For non-United States citizens [who have permanent resident status in the United States](#) please refer to STAI/2000/13.

### **Nationality of General Service and National Officer Staff**

31. In accordance with Staff Rule 4.7, posts in the General Service (GS) and National Officer (NO) categories are subject to local recruitment. GS posts shall be filled, as far as possible, by persons recruited within the country and residing within commuting distance of each office.
32. National Officers must be of the nationality of the country where the office concerned is located. In the case of dual nationality the UN will recognize the nationality of the country where the office is located.
33. Special provisions may be applicable for locally recruited GS staff in countries where non-nationals who are residents of the duty station have been accorded legal working status by the host government.
34. Vacancies for GS positions located in New York/Washington D.C. Headquarters are open to the following:
  - a) staff members currently serving in the United States holding a valid G4 visa on account of their employment in the US (excluding detail assignments) under a FTA/CA/PA in the UN system;
  - b) US Citizen;
  - c) US Permanent Residents;
  - d) holder of a G4 visa that is a derivative of a G4 visa held by a staff member that is currently serving on a G4 visa on account of their employment under a FTA/CA/PA in the UN system;

Current UNDP GS staff serving outside of HQ must meet the eligibility criteria stated above prior to their application. Selected candidates to locally recruited positions are responsible for their own travel and/or relocation costs.

35. Special provisions may be established for locally recruited GS and NO staff where the UNDP programme operates outside of the host country.

### **Nationals Serving in their Home Countries on International Professional Posts**

36. Bearing in mind the principle of diversity and geographical representation as one of the corporate considerations for selection decisions, the following provisions apply to nationals serving in their home countries on international professional posts.
37. Nationals of programme countries<sup>6</sup> cannot be recruited or assigned to international professional posts in UNDP Country Offices in their home countries. This prohibition neither extends to Regional Centres, Liaison Offices, Policy Centres, other Global Centers, nor to Headquarters duty stations. It also does not apply to the deployment of international staff on surge missions in their home countries.

### **Section 7.0 Eligibility for Internal Movements (except for lateral moves)**

#### **Expected duration of assignment**

38. It is expected that an IP staff member will remain in their post and complete their duration of assignment in order to deliver on expected results as well as to further develop their competencies. Frequent reassignments pose a financial burden on the Organization and cause disruption to mandate delivery. The duration of assignment is normally five years for H and A duty stations, four years for B duty stations, three years for C duty stations and two years for D and E duty stations.
39. A hiring unit may consider IP staff members after they have served in their post, for one year for D and E duty stations and two years for all other duty stations
40. To respond to UNDP operational needs or for compelling personal reasons the standard duration of assignment may be extended or shortened.

#### **Eligibility for Posts at Higher Grades**

41. Internal candidates are eligible to apply for any higher level positions for which they meet the minimum academic and experience requirements. The candidate must meet all the requirements of the position.

---

<sup>6</sup> For the purposes of this document, a programme country is defined as a country hosting a UNDP Country Office.

## **Recruitment and Selection Procedures**

### **Common Recruitment and Selection Standards for all Staff**

42. All recruitment and selection of staff members in UNDP must follow a rigorous, transparent and fair process. As the Organization applies a rank-in-post policy, each and every staff recruitment and selection must adhere and be fully accountable to the corporate standards described below and the procedures described in the relevant policies. Moreover, all staff responsible for performing recruitment and selection actions are accountable to perform these functions according to the relevant UNDP recruitment and selection policies.
43. Each recruitment and selection must include three basic elements unless a competitive selection is considered not practicable as per Section 9 below:
  - Vacancy announcement of a budgeted and classified post;
  - Competitive, job-specific objective assessment of skills and competencies as well as a competitive assessment of corporate values and ethics; and
  - A thorough verification of relevant qualifications and credentials, including thorough reference checks.

### **Recruitment and Selection Strategies and Techniques**

44. In cases of Crisis and Surge deployments, Fast Track procedures may be activated impacting Recruitment procedures. Please review the Fast Track policies and procedures for further information.
45. Depending on the type of post and post requirements, the strategies, methodologies and techniques used to recruit and select the most suitable candidates for the position may vary. Hiring managers may consult OHR or the local HR Unit, as appropriate, when deciding on the most effective approach for filling the post.
46. Prior to commencement of the recruitment and selection process, the hiring manager, in consultation with the HR professional and taking into account corporate diversity requirements, shall document the strategies, methodologies or techniques to be used for assessing candidates, based on the requirements of the post.
47. In all recruitment and selection processes, one or more assessment methods must be used, these can include, among others, panel interviews, desk reviews, technical assessments, roster-review, writing tests, work samples, or language proficiency tests. A thorough review of the candidate's performance history is mandatory. The Hiring Manager must determine the best assessment method(s) that will help determine the most suitable candidate(s) for the job. The Hiring Manager must document the assessment approach and rating methodology to be pursued before commencing the recruitment process. Selection decisions are based on considerations resulting from the different assessment methods, corporate considerations such as gender and diversity as well as the needed mix of skills within the hiring unit. In CRB and CRP submissions, hiring units must

provide all relevant information pertaining to the strategies, methodologies or techniques to be used for assessing candidates.

48. Assessment documentation and reports are confidential documents and are not to be shared with the candidates.
49. Candidates who are assessed but not selected may request feedback from the hiring unit as to why they were not selected.

### **Vacant Posts**

50. No selection process shall commence without an approved, budgeted, classified and available post [Please see Annex I]. The post must be supported by an up-to-date post description, which describes the functions, competencies, impact and requirements of the post, including academic qualifications, relevant work experience and language fluencies.
51. The selection process shall not commence unless the position to be filled is a vacant post. A “vacant post” is defined as a post or position approved for six months or longer that is without an incumbent or whose incumbent is expected to move in the current or following year, and for which no right of return (i.e. specific lien) has been granted to the staff member.

### **Reclassification of Posts**

52. The [Rank-in-Post](#) policy and the [Job Evaluation Guidelines](#) specify the circumstances under which an encumbered post must be reclassified and the subsequent requirements for re-advertisement and the competitive recruitment process to be followed.
53. Under the [Rank-in-Post](#) policy, any post reclassified to a higher or lower level must be advertised for competitive selection. In the event a revised job description contains new and significant changes in functions and/or a new set of functional or technical competencies and qualifications, such posts must be also advertised for competitive selection; even if there is no change in grade. For further guidance on the business process and procedures for job classification, please refer to the policy on [Job Evaluation](#).

### **Vacancy Announcement**

54. The Vacancy Announcement (VA) for the post must state all the competencies and other corporate requirements for the position, in conformity with the job description and corporate standards. It may also indicate qualifications that are desirable for the post. Only those qualifications (required or desirable) that are indicated in the job description may be specified in the VA for the post.
55. FTA post vacancies will normally be posted for a minimum of one week.

## Applications for the Post

56. All persons who apply for a vacant post, in addition to submitting an online application and uploaded resume, must complete a profile on UNDP's recruitment website.
57. Only those qualifications specified in the VA may be considered in the review of candidates for the position.
58. Minimum Academic Requirements, the specific level of education that must be met by candidates for the post must be specified in the VA. If the post allows for a lower degree with additional years of relevant experience, this must be specified in the VA.
59. Only candidates who fully meet the required qualifications for the position, as specified in the vacancy announcement, may be short-listed for the post. However, candidates who are within six months of the minimum relevant experience requirement may be considered in situations where a business case is made. The business reason must be documented and on record for the file.
60. To ensure competitiveness, the shortlist must be comprised of at least two candidates. At least one woman should be included on the short-list. If no female candidate is included on the short-list, the Hiring Unit must document the efforts that have been made to identify qualified female candidates including re-advertisement. Hiring units must ensure that every application to a position is afforded due consideration, that internal candidates are given priority consideration, and that there is objective reason provided for including, or not including, candidates on long-lists and short-lists. Such supporting documentation will be reviewed by the relevant CRB/CRPs, as required, Failure to provide objective reasons for not including long-listed candidates on a short-list is cause for a CRP/CRB submission to be returned to the hiring unit.

## Composition of Interview and Desk review Panels

61. The panel must, *at a minimum*, comprise of 3 panel members. The panel must include the hiring manager or his/her designated representative, and two other members outside of the hiring unit. An HR Representative where available, may be invited to participate as an additional panel member. All panel members must be graded equal to or higher than the post under consideration and be knowledgeable of the subject matter and familiar with the requirements of the position. A HR Representative where available, may participate as an Ex-Officio to provide specialized advisory services if they are graded below the post under consideration.
62. Hiring units may request non-UNDP staff members to participate in panels (in particular, colleagues from other UN Common System organizations) if they are able to offer an objective and substantive perspective to the recruitment process. Retirees from the UN common system may also participate as panel members. Any panel member with a conflict of interest pertaining to any interviewee should exclude themselves from the interviewing process.

63. Notwithstanding that programme delivery increasingly relies upon building a close partnership with governments, participation of national counterparts or government officials on UNDP interview panels is not allowed as either a Panel Member or Observer.
64. Panels should include both men and women and be geographically diverse as far as possible.
65. In the event that panel members fail to agree on which candidate(s) to recommend for the post concerned or/and on the ranking of endorsed candidates, in consultation with the hiring manager, the varying viewpoints will be reviewed by OHR, who will advise the hiring unit as to options for moving forward. This may include re-advertising the post.

### **Verification of Candidate Information and Reference Checking**

66. It is the responsibility of the hiring unit to ensure the proper and thorough verification of critical information, including academic qualifications, languages, nationality, prior UN employment, and detailed reference checks. The UNDP Personal History Form (P.11) or e-Recruit online application is mandatory for all recruitments and selections and relevant candidate information on these matters requires verification and, in particular, the candidate's employment history for purposes of reference-checking. Please see UNDP's Policy on Academic Qualifications which spells out specific criteria for verifying academic qualifications and UNDP's Policy on Minimum Academic requirements.
67. In addition to conducting the prescribed reference checks, the hiring unit or OHR may be required to conduct additional verifications such as mandated by resolution, bulletin, and administrative instruction or as recommended by the Ethics Office.
68. Given the importance of the verification process for the proper selection of a candidate, under no circumstances may a proposed initial appointment be submitted to the CRB/CRP, or an offer of appointment be extended or otherwise communicated to a candidate, without the hiring unit first having completed all reference checks and found them to be satisfactory.

### **Corporate Review Requirements**

69. Pursuant to Staff Rule 4.15, to ensure compliance with recruitment and selection rules, policies and processes by hiring units, the Administrator has established UNDP Compliance Review Bodies (CR Bodies) as follows:
  - (a) Compliance Review Board (CRB) at Headquarters which reviews:
    - (i) Selections for initial appointments to UNDP international professional posts
    - (ii) Selections of UNDP internal candidates for international professional posts involving a change in staff grade level
    - (iii) Selections of staff involving a change in category (e.g. from NO or GS to P)

- (b) Compliance Review Panels (CRP) at headquarters locations and in country offices, regional centres and other non-headquarters locations. The CRP reviews:
  - (c) Selections for National Officer posts and local and HQ General Services posts for initial appointments or involving promotions
70. No offer of FTA can be made without the review of the relevant CRB/CRP as appropriate. If a candidate is not endorsed by the CRB or CRP, the post cannot be re-advertised as a Temporary Appointment.
71. Hiring managers are responsible for submitting proposed candidates in accordance with the CR Bodies TOR and Rules of Procedure.
72. The above does not include posts covered under the Candidate Pool policy. For more information please review the [Policy on Compliance](#).

### **Obligation of Confidentiality**

73. Everyone who is involved in a selection process, in one capacity or another (e.g. long-listing, short-listing, interview panel, Compliance Review bodies, etc.) must engage in these corporate activities maintaining strict discretion and confidentiality. A selection process is not completed until all the different selection, review and clearance steps have been taken. It is therefore expected that no information be shared with the candidates until the final approval for the selection has been signed.

### **Other Selection Procedures**

#### **Other Selection Procedures for Vacant UNDP Posts**

74. Staff Regulation 1.2 (c) provides that “[*Staff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities or offices of the United Nations. In exercising this authority the Secretary-General shall seek to ensure, having regard to the circumstances, that all necessary safety and security arrangements are made for staff carrying out the responsibilities entrusted to them.*]” UNDP staff members are expected to accept any assignment so directed by the Administrator or the Associate Administrator.
75. While a competitive selection process through advertisement of the vacancies, is the standard selection process within UNDP in accordance with Staff Regulation 4.3, there are few mechanisms where the selection process may differ from the standard process: (i) Candidate Pools (ii) lateral moves; (iii) Rosters (iv) placement of unassigned staff and (v) strategic placements; (vi) the selection of candidates to the posts of UN Resident Coordinator/UNDP Resident Representative.

### Lateral Moves (not applicable to Candidate Pool positions)

76. In accordance with Staff Regulation 1.2 (c), management may decide in the interest of the Organization to assign a UNDP staff member to another post in the same field of work with similar functions at the same level without competitive process. The decision for a lateral move is at the discretion of management and only after consultation with the concerned staff member. While a staff member may express his/her interest in moving laterally to another position within UNDP, a lateral move is not an entitlement. The management decision to fill a post through competitive process instead of lateral move is discretionary.
77. Lateral moves without a competitive process may only apply to similar posts in the same field of work with similar functions as documented in the job descriptions of both posts (the post encumbered by the staff member and the post considered for lateral move), at the same level requiring the same or a similar set of competencies.
78. Lateral moves without a competitive process may take place either (i) as a result of the exchange of two incumbents of similar posts in the same field of work with similar functions at the same level; or (ii) when a post is newly created, vacated or about to be vacated and the incumbent of a similar post in the same field of work with similar functions at the same level is re-assigned to the vacated post: in such a case, the post vacated by the reassigned staff member is either advertised or abolished.
79. The manager must discuss the proposed re-assignment or exchange with the staff members concerned in order to seek their views. While the staff members are subject to their management's authority to reassignment to any of the similar posts with similar functions at the same level in the office, they must be consulted prior to the lateral moves and, as far as possible, their consent for the lateral moves should be secured. However, the consent of the staff members concerned must be secured in writing when the lateral move entails a change in duty station.
80. Lateral moves to different duty stations but in the same country may be allowed for the General Service (GS) or National Officer (NO) category of staff in the interest of the Organization and with the consent of the staff members concerned. However, **no lateral move for GS and NO staff is allowed when such moves entail a change of country.**
81. In cases which would entail a relocation having financial consequences, the entitlements to be paid pursuant to the Staff Rules must be listed in the documentation securing the consent of the staff members concerned and the endorsement of the Bureau Director/Head of Office or the Associate Administrator as appropriate.
82. In cases of Change Management and Organizational restructuring, relocation to a different duty station, including across bureaus may be considered. Staff Members whose position did not materially change may be requested to relocate, based on discussion with head of office/manager and OHR, in the interest of the Organization, financial sustainability and business requirements.
83. The process leading to lateral moves must be fully documented. The job descriptions must be provided to support that the two posts have similar functions and are at the same level. Prior consultation with the staff members concerned and their written consent in the event that the

lateral moves entails the change of duty stations, must be evidenced. A copy of the signed approval with the relevant documentation and clearance must be provided for implementation of the necessary action:

- to OHR/BMS for P and D, as well as HQ GS staff members;
- to the HR focal point in the relevant business unit for other GS and NO staff members.

84. A staff member who has joined another post through a lateral move is expected to normally stay at least one year in that new position or two years if the position is in another duty station. A lateral move does not entitle the staff member to additional steps in the salary scales applicable to his/her grade<sup>7</sup>.
85. The present section on lateral moves does not apply to staff on Temporary Appointments (TA), Individual Contractors and Service Contract holders.
86. Management should monitor and provide oversight for the correct and appropriate way of planning a lateral move and take the necessary action to prevent misuse such as to move a staff member due to bad performance. The latter should be addressed through the PMD mechanism.
87. Management is also responsible for ensuring availability of funds before making a decision for lateral moves that entails a change in duty station.
88. The approving office will keep a record of any lateral move that has been approved for future reference.

#### **Placement of Unassigned<sup>8</sup> Staff or Staff in the Transition Pool<sup>9</sup>**

89. In order to facilitate the placement of unassigned staff, a Hiring Manager may select an unassigned staff member (or a staff member who may imminently become unassigned) to fill a vacant post without a competitive process if the staff member has been vetted by OHR/BMS and found to fully meet the required qualifications for the position. The decision to place an unassigned staff member is at the discretion of management and only after consultation with the concerned staff member. While an unassigned staff member may express his/her interest in being placed without a competitive process, such a placement is not an entitlement.

---

<sup>7</sup> A staff member who laterally moves to another post, is not entitled to additional steps whether such a lateral move results from a competitive process or a management decision pursuant to the present section.

<sup>8</sup> For the purposes of the present policy, an unassigned staff member is defined as a current UNDP staff member holding a permanent or continuing appointment or continuous service under a UNDP fixed-term appointment for 5 or more years **and** who:

- 1) is displaced as a result the abolition of his/her most recent position; or
- 2) has completed his/her designated Tour of Duty and was not successful in a securing another assignment prior to the designated expiration of the rotation date.

<sup>9</sup> Please see Transition Pool Policy (hyperlink to policy when published)ro

## **Strategic Placement**

90. Strategic Placements are exceptional in nature and will be only considered when the requirements of the Organization are so urgent or the situation so critical or sensitive, that carrying out a competitive process to fill a specific post would not be practicable. In such cases, the Administrator, or the Associate Administrator for posts at the D1 level and below, may decide to exceptionally fill the post outside of the present Framework and the recruitment and selection policies.
91. Before considering the possibility of a strategic placement, options such as the deployment of an unassigned staff member, implementation of a lateral move within the same business unit or employing [Fast-Track Procedures](#) must be thoroughly considered.
92. As far as possible, the post to be filled on an urgent basis should be given to a UNDP staff member meeting the requirements for the post and already at the level of the post. However:
- (i) in the event that the post is exceptionally filled by an outsider and since the selection will not be submitted to the relevant Compliance Review body prior because of the urgency, the letter of appointment will specify that his/her appointment is limited to the specific post in question and he/she will not be considered as an internal candidate for the purpose of UNDP vacancies; normally, the individual will be separated from UNDP upon expiry of his/her appointment limited to the post in question, unless he/she secures a UNDP through competitive process as an external candidate;
  - (ii) in the event that through strategic placement a UNDP staff member is exceptionally placed to a higher level post than his/her personal grade, he/she will be granted the level of the post on a temporary basis for the time he/she encumbers the specific post in question. When he/she leaves this post, he/she will not be eligible for applying for a higher level post until he/she has obtained, through proper competitive process, a lateral move at the level of the post to which he/she was strategically placed. This rule is meant to ensure that staff members do not benefit, through strategic placement, from a promotion to a higher level post without competition and without their selection having been reviewed by the relevant Compliance Review body, as required by the Rank-in-post policy.
93. A strategic placement may occur only once in a staff member's career with UNDP.

## **UN Resident Coordinator/UNDP Resident Representative posts**

94. The selection of candidates for the posts of UN Resident Coordinator/UNDP Resident Representative follows a separate policy and procedure agreed upon by the Funds, Programmes and Agencies of the UN system

## **Recruitment on Behalf of Other Entities**

95. In instances when UNDP country offices are requested to recruit and administer staff on behalf of other UN Funds, Programmes and Agencies, such entities are to follow UNDP recruitment policies unless otherwise specifically negotiated.

## **Delegations of Authority**

### **Appointment of UNDP Staff Members**

96. The authority to appoint UNDP staff members under the Staff Rules has been delegated by the Secretary-General to the Administrator of UNDP.

97. The recruitment and selection process used to fill a vacant post at UNDP depends on several factors, including the nature of the post (rotational or non-rotational), the contractual modality and whether authority to make the appointment has been delegated from the Administrator to other members of senior management at UNDP headquarters locations and country offices.

98. The Administrator has further delegated the authority for the recruitment and selection of staff (subject to CRB/CRP approval where required) to the Associate Administrator, Bureau Directors and Resident Representatives according to the type of post as follows:

a) Associate Administrator:

- (i) Headquarters international posts subject to Executive Board review for posts included in the Candidate Pools.
- (ii) Senior management posts at the D-1 level irrespective of funding and key advisory positions at the P-6 level that are management project funded posts.

b) Bureau Directors and Directors of Independent Offices:

- (i) Headquarters international posts subject to Executive Board review ('core' functions) for posts not included in the Candidate Pools.
- (ii) Internationally recruited Fixed Term Appointments (FTA) P1 – P6 on posts not subject to Executive Board approval.
- (iii) Locally recruited FTA G1 – G7 at Headquarters.
- (iv) All internationally recruited and local Temporary Appointments (TA).

c) Heads of Regional Centres, Policy Centres and Liaison Offices:

- (i) The same as Bureau Directors for posts within their Office.

d) Resident Representatives:

- (i) As above for Heads of Regional Centres for posts within their Country Office.

e) Director of OHR:

- (i) Retains oversight authority over the application of recruitment and selection policies and processes. This delegated authority requires that all recruitments and selections are made in accordance with the applicable UNDP recruitment policies and Staff Regulations and Rules.

### **Decisions on Lateral Moves**

99. Decisions on Lateral moves have been delegated as outlined below:

- a) Administrator for staff at D-2/P-7 grade levels.
- b) Director, OHR with clearance from both receiving and releasing Bureau Directors and/or Directors of Independent Offices up to P-5 grade levels.
- c) Associate Administrator for D-1/P-6 grade levels.
- d) Regional or Central Bureaux Directors/ Resident Representatives/Head of Liaison Office for GS and NO staff members within their Office (with clearance of Director, OHR)

100. Since the selections and reassignments of Resident Coordinators/Resident Representatives are subject to inter-agency consultations, the present lateral moves policy does not apply to Resident Coordinators/Resident Representatives.

### **Decisions on Strategic Placements**

101. Decisions on strategic placements remain within the authority of the Administrator and Associate Administrator as follows:

- a) Administrator for D-2/P7 grade levels;
- b) Associate Administrator for all other post levels.