



SECRETARIAT

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ADMINISTRATIVE INSTRUCTION

Human Resource Management Framework (HRMF)

1. This is to promulgate a revised Human Resource Management Framework, which reflects changes (i) in the recruitment and placement planning process (paras. 14-16, 20-21); (ii) in the eligibility requirements governing applications for higher level posts (para. 18); (iii) in the provisions describing granting and extending fixed-term appointments as well as probationary service (paras. 40-42); (iv) in the eligibility requirements for staff in the General Service category who wish to apply for Professional positions (para. 68); (v) in the provisions governing job series (paras. 71-72); and (vi) in the minimum seniority-in-grade requirements (para. 78).
2. The above changes have been proposed by a joint staff management Working Group, recommended by the Joint Advisory Committee, endorsed by the Executive Board and approved by the Director General, and are aimed at fostering staff career development and harmonizing specific provisions of the Framework with the recent amendments to the staff rules and other policies.
3. The above changes are effective immediately.
4. The revised Framework is attached herewith and supersedes UNIDO/AI/2010/01 and subsequent amendments.



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ADMINISTRATIVE INSTRUCTION
HUMAN RESOURCE MANAGEMENT FRAMEWORK

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I. Introduction

1. The first and second phases of the Human Resource Management Framework (HRMF) were promulgated in Director General's Administrative Instructions No. 14 and 16, dated 5 June 2001 and 1 January 2003 respectively. The organizational and human resource developments since then, including, *inter alia*, new technologies and methods of working, the need to develop talent within the Organization and to attract new talent, the increasing emphasis on knowledge transfer and management, as well as the need to introduce new methods to support a results-based management culture, have required a revision of the HRMF so as to better respond to organizational and staff needs. This Framework was preceded by extensive dialogue and consultations within the Organization. The present document was also subject to extensive staff-management consultations within the Joint Advisory Committee.
2. The HRMF continues to be based on the requirement under Article 11, paragraph 5 of the UNIDO Constitution that the paramount consideration in the employment of the staff and in determining the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting staff on a wide and equitable geographical basis.
3. The HRMF upholds UNIDO's policy on Gender Equality and the Empowerment of Women,¹ which outlines the overall guidelines for implementing UNIDO's gender mainstreaming strategy. This strategy ensures, *inter alia*, that a gender perspective is reflected in UNIDO's programmes, policies and organizational practices, and it accelerates the Organization's efforts to achieve the goal of gender balance, in particular at decision-making levels. Affirmative measures, including, *inter alia*, in the areas of recruitment, learning, as well as monitoring and reporting gender mainstreaming results, will be adopted following the elaboration of such measures and of monitoring and reporting tools by the Gender Mainstreaming Steering Committee.
4. The HRMF is founded on two pillars: (i) succession planning, which acquires a strategic position in human resource management; and (ii) staff career development, including promotion and recognition of merit. The HRMF also includes other elements as summarized below, some of which are elaborated in this Administrative Instruction while others are contained in separate administrative issuances:
 - (a) a Competency Framework, which contains organizational values, management and functional competencies at every level of the Organization;

¹ DGB(M).110 of 29 April 2009 as amended, or superseding issuance.

- (b) a strengthened and better integrated human resource planning system, including rolling recruitment and placement cycles, roster of pre-screened qualified applicants, electronic meetings of the Appointment and Promotion Board (APB);
 - (c) the introduction of job series for certain grades and functions;
 - (d) a structured approach to knowledge transfer;
 - (e) a more comprehensive results- and competencies-based Performance Management System;
 - (f) a revised Learning Policy;
 - (g) a decentralized and flexible process of temporary assignments of staff;
 - (h) incentives for staff opting for lateral moves;
 - (i) revised and expanded promotion opportunities;
 - (j) a revised system of performance and merit recognition and reward.
5. Applicability: This Administrative Instruction supersedes Director General's Administrative Instructions Nos. 8, 14 and 16.² The Framework is applicable to staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources, including National Officers, except where not compatible with their status as nationally recruited staff; as well as to staff appointed under the 200- or 300- series of the UNIDO Staff Rules, unless otherwise indicated.

II. Competency Framework

6. The Organization's human resource system is underpinned by a Competency Framework, where a competency is defined as a *"combination of skills, knowledge and behaviors that leads to effective performance on the job, be it at Headquarters or in the Field Offices, and is therefore important for the success of the Organization in achieving its strategic goals, as well as the success of individual staff members."*
7. The Competency Framework is a powerful tool to support the achievement of UNIDO's goals and effectiveness as well as its strategic direction by:
- (a) Facilitating a better understanding of what is required for a staff member's development and career progression from the staff member and from the Organization;

² Director General's Administrative Instruction No. 8 of 14 May 1998 as amended, Director General's Administrative Instruction No. 14 of 5 June 2001 and Director General's Administrative Instruction No. 16 of 1 January 2003.

- (b) Fostering a common understanding about what is needed and expected in terms of individual performance, thereby providing a sound basis for consistent performance management;
 - (c) Providing a clear basis for the definition of job requirements for the purposes of recruitment, human resource planning, reassignment and career development;
 - (d) Identifying growth opportunities and competency gaps in the Organization and addressing them through focused staff development and learning and/or targeted external recruitment.
8. More specifically, the Competency Framework is used for the following purposes:
- (a) Vacancy management, recruitment and reassignment: Competencies will be included in job descriptions and vacancy announcements to provide a complete picture of job requirements;
 - (b) Performance Management: Assessment of competencies is a fundamental part of UNIDO's Performance Appraisal System. The Performance Appraisal System allows for assessment of applicable competencies pre-defined by post, function and degree of responsibility. Assessment of competencies accounts for how assignments are accomplished and provide a more complete, balanced and interrelated picture of performance and behavior;
 - (c) Learning: The assessment of competencies in the context of performance management not only evaluates a staff member's proficiency in the past year, but generates feedback to create a plan for learning in the coming performance cycle, i.e. learning that will support the development of competencies identified for further development.

III. Succession Planning

- 9. This section describes the succession planning process and its two components, namely, placement of internal candidates (hereinafter "*placement*") and the recruitment of external candidates (hereinafter "*recruitment*"). As such, succession planning and related processes under this section apply to established posts that are filled by appointments under the 100 series of the Staff Rules financed through biennial budgetary resources. The process described in this section is without prejudice to the Director General's authority to abolish posts or restructure the service in the interests of the Organization.
- 10. Staff members may apply to both internal and external vacancy announcements.
- 11. The succession planning process aims at identifying successors for posts and functions in advance; the candidates/successors must meet the highest standards of efficiency, competence and integrity. It

ensures a competitive selection process that is simple and transparent and pays due regard to the geographical and gender balance requirements.

a) *Recruitment and Placement*

12. The planning horizon for both components of the succession planning shall be a two-year cycle. However, unlike the programme-budget cycles, the recruitment and placement cycles will be rolling cycles that will be brought forward every year by one year. The planning horizon for 2010 will be adjusted according to the effective date of issuance of this Administrative Instruction.
13. The recruitment and placement process will be set into motion during the first half of the respective calendar year by the Human Resource Management Branch (HRM) providing Managing Directors³ with a list of all known retirements and separations expected to occur within the planning cycle, including those of National Officers. Managing Directors, in consultation with their respective Branch Directors, will:
 - (a) Carry out a review and determine whether, based on their knowledge of the staffing situation in their respective areas of responsibility, the list appears to be complete and correct. If need be, they will make additions or deletions, as deemed necessary;
 - (b) Assess whether any of the posts included in the list might be affected by anticipated programmatic or structural changes resulting, for instance, from anticipated resource reallocations, changes in job contents or different expertise requirements;
 - (c) Examine and recommend for final decision by the Director General which posts might be better suited for internal candidates in order to preserve institutional memory, make use of available talent, reduce learning curves and review which posts might be better filled by outside candidates. Special attention shall be given to reach the goal of 50/50 gender balance⁴ within the Organization in the Professional and higher categories. The Organization's progress in this regard will be reviewed annually by HRM, which will report to the Executive Board;
 - (d) Make allowance, as necessary, for the rotation of staff members in accordance with UNIDO's Field Mobility Policy⁵;
 - (e) Identify posts or opportunities for creating more junior positions in order to rejuvenate the Organization, without losing sight of the

³ Managing Director in this HRMF also refers to officials in equivalent functions.

⁴ See paragraph 2 of the Report of the Secretary-General on the Improvement of the Status of Women in the United Nations System, A/63/364 of 18 September 2008, and related reference to General Assembly Resolution A/62/137.

⁵ UNIDO/DGB(M).97 of 21 April 2006 as amended, or superseding issuance.

need to sustain and acquire an adequate level of experience and knowledge for the Organization;

- (f) Identify functions that might be suitable for the advancement of General Service staff to the Professional category;
 - (g) Return to HRM the lists of known retirements and separations with their assessments by the end of June. The submissions to HRM should be accompanied by the applicable job profiles.
14. On the basis of the results received from the divisional reviews and its own assessment, HRM will prepare a list of posts to be filled through placement, including, where possible, those posts identified for advancement of General Service staff to the Professional category and for the rotation of staff under the Field Mobility Policy, and a list of posts to be filled through recruitment, including those earmarked for recruitment of young professionals.
 15. The requests for placements or recruitment, accompanied by job profiles, will be submitted by HRM, together with comments, if any, to the Director General for approval.
 16. The above process will be repeated on an annual basis.
 17. For unforeseen vacancies at the time of the succession planning process, an attempt shall be made by HRM to identify suitable and qualified candidates from the HRM roster of candidates who have applied for placement (*see* paragraph 39) but have not yet been placed. If, for any reason, no candidate from the HRM roster can be identified or placed against the unforeseen vacancy, that post shall be advertised externally, subject to approval by the Director General.
 18. Applications to higher-level posts other than to field posts are only receivable if the staff member has fulfilled the seniority-in-grade requirements, less one year, as per paragraph 78, and has served at least one year in his or her current post. Applications to field posts are receivable if the staff member meets the criteria stipulated in the Field Mobility Policy.⁶

b) Internal Placement

19. This section applies to staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources. Internal placement for National Officers is limited to their status as nationally recruited staff.
20. The list of posts to be filled through placement will be announced to all staff members in the Organization. All staff members applying for posts at their current level must meet the post requirements. Applications by staff

⁶ Paragraph 10 of UNIDO/DGB(M).97 of 21 April 2006. In particular, at the time of reassignment, applicants must have served continuously with UNIDO at Headquarters for at least three (3) years under the 100-series of the Staff Rules, and have an expected further length of service with the Organization of normally not less than four years before mandatory retirement age.

for higher-level posts must further meet the requirements of paragraph 18. Applications must be submitted within three weeks from the issuance of the vacancy announcement.

21. After the closing date specified in the vacancy announcements, HRM will review the applications received. HRM will review the profile of the staff member against the requirements of the post. HRM will refer a shortlist of candidates with the respective applications to the Managing Director concerned for a substantive evaluation. Managing Directors will establish interview panels with a maximum of four members, including a functional specialist, a human resource specialist and a panel member from outside the recruiting organizational unit who should be nominated by HRM. The selection process will also include functional tests as appropriate and require candidates to undergo such assessment centre evaluations determined as suitable by HRM.
22. Following the selections made by Managing Directors, those staff members who have not been selected, but have been determined to be qualified for similar or other positions and have expressed interest in a lateral transfer, will be further evaluated for openings at their grade, or for expected openings arising from the selection of another staff member, or for unforeseen vacancies at the same or a higher grade. Thus, if need be, there will be further rounds of the internal placement process. The evaluation at this stage will also be carried out by HRM first, and when suitability is established, the candidature will be submitted for further evaluation by the concerned manager.
23. The selections made will be reviewed by the relevant panel of the APB in accordance with Staff Rule 103.12 (*see* paragraphs 34 *et seq.*). Thereafter, the selections made for posts contained in the succession plan, with the comments by the APB, will be submitted by the chairperson of the APB to the Director General for a decision, except for selections for posts in the General Service category, which will be submitted to the Deputy to the Director General for a decision (see paragraph 38 below). Staff members will be informed by HRM about the outcome of their application.
24. When necessary, and especially for staff members selected to replace other staff members in a different functional grouping, the Branch Directors of the receiving organizational units will, in consultation with HRM, prepare individual staff development plans, which shall include any external training, self-study or coaching necessary in order to shorten the learning curve and facilitate the taking-over of the functions by the selected candidates. The staff members concerned may be required to make binding commitments that they will abide by the development plans and that they will reimburse the cost of any external training provided at UNIDO's expense, if they leave the Organization at their own initiative before taking up the functions for which they have been groomed or within one year thereafter. Their progress in preparing for the eventual assumption of their new functions will be monitored as part of the performance appraisal process, as applicable.

25. Staff members serving under the 100 or 200 series of the Staff Rules who leave a post are required to prepare Knowledge Transfer Notes⁷ to ensure an efficient hand-over of functions and knowledge retention in the Organization. Specifically, Knowledge Transfer Notes serve to identify the critical knowledge found in specific functional areas and posts and to provide ready access to highly specialized or highly contextual knowledge.
26. The Knowledge Transfer Notes serve as a basis for the induction by the separating staff member of his/her successor. They must be handed over to and countersigned by the separating staff member's direct supervisor and Branch Director.
27. Staff members will be transferred to the posts for which they have been selected upon the post becoming vacant. It is assumed that the staff members so selected and groomed will be able to take over the functions of the posts from the date of their transfer. Hence, they would be promoted to the higher level as from the first day of the month in which they transfer, if they meet the established seniority-in-grade requirements under paragraph 78.

c) Recruitment

28. Posts included in the recruitment plan, after approval by the Director General, will be advertised internally and externally normally at least six months before they become vacant. Vacancy announcements shall be made for individual or multiple openings by using a wide and targeted distribution in order to reach the most promising sources of potential candidates.
29. The overriding requirement for selection and recruitment shall be to secure staff meeting the highest standards of efficiency, competence and integrity.⁸ Special attention shall be given with respect to reaching the goal of 50/50 gender balance within the Organization in the Professional and higher categories. Staff members whose contracts are not financed through biennial budgetary resources⁹ can transition to appointments under the 100 series of the Staff Rules financed through biennial budgetary resources only through recruitment following their applications to external vacancy announcements provided they meet all post requirements. National Officers may transition to the status of an internationally recruited staff member also only through recruitment following their application to external vacancy announcements provided they meet all post requirements.

⁷ UNIDO/PSM/HRM/INF.107 of 1 September 2009 as amended, or superseding issuance.

⁸ This requirement applies to appointments under any of the series of the Staff Rules.

⁹ Staff appointed under the 200 and 300 series of the Staff Rules and certain categories of staff appointed under the 100 series of the Staff Rules whose contract is funded by other resources.

30. The deadline for applications will be three weeks for all posts.
31. HRM shall screen all applications and compile, within two weeks after the closing date of the vacancy announcement, a list of candidates meeting the minimum requirements and submit it to the Managing Director concerned for evaluation. Managing Directors, in consultation with the respective Branch Directors, will:
 - (a) Evaluate the qualifications of candidates against the requirements of the post, within a period of three weeks, giving due consideration to the principle of wide and equitable geographical representation and to gender balance. In addition, for positions in the Professional and higher categories, conduct the first round of interviews by telephone for those candidates who are not based in Vienna, at the UNIDO headquarters. The main purpose of the telephone interview is to ascertain and verify the candidate's technical and functional expertise and experience. This is to ensure that only candidates who meet the technical and functional requirements of the post are invited to Headquarters for further assessment;
 - (b) Establish interview panels with a maximum of four members, including a functional as well as a human resource specialist, to conduct interviews within three weeks after completion of the evaluation process. One of the interview panel members will be nominated by HRM and will be from outside the recruiting organizational unit. In interview panels for posts in the Professional category, the Branch Director will be one of the four panel members, unless otherwise decided by him/her;
 - (c) Following the interviews, establish a shortlist of candidates (preferably three¹⁰ candidates), listed in order of preference, and submit the shortlist, in an electronic format, to the Director, Human Resource Management Branch, within one week.
32. The selection process will also include functional tests as appropriate, and require candidates to undergo such assessment centre evaluations as determined suitable by HRM.
33. HRM will refer the shortlist with the required documentation for consideration to the APB. Reference checks of the selected candidates will be carried out by HRM before an offer of appointment is made.

¹⁰ If there are fewer than three candidates on the shortlist, an explanation must be provided.

d) Appointment and Promotion Board

34. The APB has been established by the Director General to give advice on the appointment and promotion of staff in accordance with Staff Rule 103.12.
35. The APB is composed of four selection panels: the D-2 and D-1 Selection Panel, the Professional Selection Panel, the General Service Selection Panel and the Field Service Selection Panel (FSSP). The composition of the four panels is set out in Staff Rule 103.12.
36. Subject to the criteria of article 11, paragraph 5, of the UNIDO Constitution and Staff Regulations 3.2 and 4.2, the APB panels shall, when competencies and qualifications are equal, in accordance with Staff Rule 103.12(a)(iii), normally give preference to staff members already in the service of the Organization. Gender balance and geographic representation should also be duly considered.
37. To facilitate the work of the APB and expedite the recruitment process, recruitment documentation shall be circulated electronically to members of the selection panels with the proviso that they have five working days to respond to the proposed appointment. If no response is received by HRM within five working days, the panel member in question is deemed to have concurred with the recommended appointment. The chairperson or HRM may, however, still convene an ordinary meeting, if it is considered necessary. In the case of the FSSP, ordinary meetings will be convened when more than two cases involving staff members are being reviewed for the same or similar position(s) in the field structure.
38. The recommendations of the APB for appointments to the professional and higher categories shall be submitted by the chairperson of the relevant APB panel to the Director General and the recommendations for appointments to the General Service category to the Deputy to the Director General, for decision.
39. Roster: Internal and external candidates who have been rated qualified, *i.e.* who were shortlisted and recommended as suitable by the APB for an advertised post, but have not been appointed shall be kept on a roster to be maintained by HRM, for one year. During this period, following divisional consultations, they may be appointed to another opening for which they are also qualified, by referring them anew to the APB and subject to the approval of the Director General for posts in the Professional and higher categories and subject to the approval of the Deputy to the Director General for posts in the General Service category, respectively.

IV. Contractual Arrangements

a) Fixed-term Appointments

40. Fixed-term appointments under the 100 series of the Staff Rules shall be granted for a period of up to three years. Initial appointments are subject to the selection procedures outlined above. Fixed-term appointments carry no expectancy of renewal or conversion to another type of appointment. On initial recruitment a fixed-term appointment for a period of less than three years may be granted if the interests of the Organization so require, as determined by the Director General upon recommendation of the Human Resource Management Branch.
41. The first 12 months of all initial fixed-term appointments will serve as probationary service that can in exceptional circumstances be extended for an additional period up to one year, in accordance with Staff Rule 103.10. During the period of probationary service, the performance and conduct of a staff member shall be closely monitored and evaluated to confirm his or her potential and competence to perform the duties of the post. For initial fixed-term appointments with a duration under three years as provided in paragraph 40 above, the 12-month probationary period can be accrued over two consecutive appointments.
42. In the interest of the programme activities of the Organization and subject to satisfactory performance, conduct and budgetary coverage, fixed-term appointments under the 100 series of the Staff Rules shall normally be extended for a period of three years or until the month in which a staff member reaches the mandatory age of separation, whichever is earlier.
43. The appointment of officers at the D-2 or equivalent level and the extension of their appointments should normally be for a period of two years and shall not normally exceed the term of office of the Director General by more than six months.
44. Project Personnel will be appointed under the provisions of the 200 series of the Staff Rules.

b) Short-term Appointments

45. Short-term appointments are granted under the provisions of the 300 series of the Staff Rules. They do not carry any expectancy of renewal or conversion to any other type of appointment.

V. Temporary Assignments

46. Temporary assignments constitute an important part of the HRM Framework. This section applies first and foremost to established posts that become temporarily vacant, but may also be invoked to fill other temporary needs. Temporary assignments serve at least two important organizational objectives, namely (i) enable a better and more efficient utilization of the scarce staffing resources against a background of high or changing programmatic demands; and (ii) allow individual staff members to acquire and/or develop knowledge and experience in different programme areas and operations, thus increasing staff versatility, flexibility as well as potential for the Organization.
47. Typical examples warranting a temporary assignment include, but are not limited to, maternity/paternity leave in the branch, extended sick leave or a special leave case, launch of a new programme activity or an unforeseen vacancy as a result of an early retirement or a disability benefit.
48. To ensure maximum efficiency, the temporary assignment process, as introduced by the present Framework, is largely decentralized and is intended to function with the utmost flexibility by relying primarily on the initiative of individual managers and interested staff members.
49. In most of the cases, a temporary assignment will involve assignment of an individual staff member from one work area to another work area on a temporary basis for an agreed period of time, normally of up to three months, which, in exceptional circumstances and agreement by HRM, may be extended up to six months or up to a maximum of one year in the case of maternity leave followed by special leave, extended sick leave or special leave. Should there be continued need for a temporary assignment, the responsible Branch Director and HRM will consult with a view to arriving at a mutually agreed solution, including on the need to replace the staff on temporary assignment with another staff member through temporary assignment. If no agreement can be reached, HRM shall decide on the matter. Upon completion of the temporary assignment, the individual staff member shall be expected to report back to his/her original post/functions.
50. Temporary assignment can also be made in the form of a swap of two staff members, for instance, if a different skill set is required in an organizational unit for the completion of a specific task, but under the same conditions as described in paragraph 49 above.
51. The responsibility for identifying and circulating a temporary need to the staff of a branch or Division, preferably electronically, rests with the respective manager in whose area such a temporary need arises. If the temporary need can be met from within the branch, the final decision on the temporary assignment of staff or a temporary swap of staff rests with the respective Branch Director. If the temporary need can be met from within the Division, the final decision on the temporary assignment of staff or a temporary swap of staff will be based on an agreement between

the Managing Director and the respective Branch Directors. In cases where the temporary need cannot be met from within the Division, the Managing Director shall consult with the other Managing Director(s), as necessary, with the view to facilitating an inter-divisional temporary assignment.

52. The announcement of a temporary need shall be made with a deadline of two weeks for expressions of interest by staff members. During this period, all staff members interested in a temporary assignment to fill this need should indicate such interest to the manager responsible for the announcement. It is expected that in the majority of cases, the circulation of a temporary need to the staff of the branch or Division will result in one or more interested staff members. In the case where there are two or more interested staff members who are equally qualified for the temporary assignment, preference should be given to the staff member(s) whose personal level is the same level as that of the temporary need/post.
53. Should the circulation result in no interested staff members or should the respective Branch Director and the Managing Director find that none of the interested staff members is suitable or qualified for the temporary assignment, the Branch Director and the Managing Director, respectively, can then identify a suitable and qualified staff member in consultation with the respective managers. Staff members so identified for temporary assignment by the respective Managing Director(s) in agreement with the Branch Director(s) concerned will be consulted before a final decision has been made.
54. A temporary assignment of a staff member shall take into account the level of the functions performed by the staff member in the original post. If the staff member objects to the temporary assignment, the Managing Director and Branch Director concerned will weigh the interests of the staff member, in consultation with HRM, against the operational needs of the Organization taking into account the recommendation of the concerned manager(s). Due attention shall be paid to avoid placing staff members under an excessive additional workload.
55. Temporary assignments shall not affect the status of the staff member(s) concerned or the authorized resource base of the organizational units involved. However, the staff member who has been temporarily assigned to and has performed to the full satisfaction of his/her supervisors full duties and responsibilities of a post at a clearly recognizable higher level than his/her personal level for a temporary period exceeding three months may, in exceptional circumstances, be considered and granted a non-pensionable special post allowance in accordance with Staff Rule 106.12 (*see* paragraph 83).
56. For each temporary assignment, the responsible supervisor(s) shall prepare a statement outlining the duties to be performed by the staff member, if no classified job description applies, and the duration of the assignment. Furthermore, each temporary assignment shall be fully reflected in the staff member's performance appraisal report for the period in question.

57. The above procedures shall govern temporary assignments at headquarters. For field offices, a respective Head of Office who has a temporary need shall identify a suitable and qualified staff member with due regard to, *inter alia*, the nature and function of the position, size of the office and potential risks. Where in doubt, HRM should be consulted.
58. Temporary assignments involving a change in duty station require the approval by the Director General. They may be authorized for internationally recruited staff.

VI. Developing Capacity

a) Performance Management

59. A performance management system under Staff Regulation 4.5 is the basis for recognizing different levels of performance and development needs and opportunities. The Organization's policy and procedures for dealing with performance management are elaborated in the administrative instruction UNIDO/AI/2012/01 with the Framework for Staff Performance Management issued on 9 March 2012.

b) Learning

60. In accordance with Staff Regulation 4.4, which provides that staff members may be given suitable training to improve their skills and effectiveness in their current or prospective assignments, the Organization has promulgated a new learning policy which is set out in a separate administrative issuance.¹¹
61. Learning is a shared responsibility of managers, staff members and HRM who, within their respective roles, have to ensure that learning needs are identified and that appropriate means are established to pursue them successfully.

¹¹ Director General's Bulletin "*Policy on Learning*", UNIDO/DGB/(M).117 of 12 April 2010.

c) *Lateral Transfers*¹²

62. UNIDO supports lateral transfers, *i.e.* a transfer without a change in grade, both within and between Divisions. Lateral transfers increase the versatility and mobility of the staff and prevent the building of organizational silos. They also facilitate the effective utilization of human resources throughout the Organization and - through the broadening of staff members' experience - improve, in the long run, their career prospects within the Organization. This section applies to staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources.
63. In filling field posts through placement or by temporary assignment, priority will be given to staff members opting for lateral transfers.
64. In line with the policy supporting lateral transfers, staff are asked, when they apply for posts classified at a grade higher than their current grade, to indicate whether they would also be interested in a lateral placement, *i.e.* at their personal level. Subject to their suitability, such interest, if indicated, may be accommodated within the established processes for placement or temporary assignments.
65. Staff members who are laterally transferred to another post at their current grade following their application to such a post or indication of interest for a lateral transfer under the internal placement provisions (paragraph 22 refers) may receive a horizontal mobility payment at the beginning of their assignment to the new position. The horizontal mobility payment consists of a single non-pensionable lump-sum payment equivalent to the annual net value of a three-step increment at the single rate, calculated on the basis of the annual difference between steps 1 and 4 of their current grade. The amount of the mobility payment does not depend on the personal step of the staff member and does not affect the date of possible future salary increments.
66. Exigencies of service resulting in staff redeployments initiated by the Organization in the form of a restructuring do not fall under the provision of paragraph 65, except in cases of redeployment by lateral transfer to a field duty station.

¹² Unless otherwise indicated, "*transfer*" in this section refers to movement of staff from one post to another for other than temporary periods.

VII. Recognizing and Rewarding Performance

a) *Promotion through Placement*

67. Promotion through placement will be implemented through the procedures outlined in paragraphs 12 to 27 above, with a focus on identifying the best qualified candidates and developing excellence in the competencies required for meeting Organizational needs. Promotion through placement applies to staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources. Promotion through placement of National Officers is limited to their status as nationally recruited staff members and that of General Service staff to their respective duty stations.

b) *Promotion from G to P*

68. General Service staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources may apply for professional posts. Applications are receivable from staff members at grade levels G-5 and above for P1, excluding those under the Young Professional's Programme, P-2 and P-3 posts, provided they meet the requirements of the post as reflected in the job profile and have served in their current posts for at least two years and in the Organization for not less than five years. Applications from General Service staff who have the relevant functional experience and other competencies required by the post, and a first-level university degree will be receivable, even if the candidate holds no advanced university degree. The requirement for a first-level university degree may be waived in cases where the staff member is considered for a function that he/she has been performing as a General Service staff member and where the function has been upgraded to the Professional category through reclassification.

69. The selection process for *G to P* promotions must take into account the different functional requirements of professional posts and ensure that General Service staff members to be promoted to the Professional category have the potential to also serve in posts other than those to which they would initially be promoted to. Therefore, a rigorous selection process utilizing such assessment centre evaluations as deemed suitable by HRM will be implemented, which will assess candidates' suitability for a specific function as well as potential for development in the professional category.

c) Promotion through Reclassification

70. Reclassification of a post may result in the upgrading of a post in accordance with the relevant Administrative Instruction on Classification of Posts¹³ based on Staff Regulation 2. While the primary purpose of such reclassification is to recognize changes in functions and level of responsibility of the post, it may result in a promotion for the incumbent of a reclassified post. It is the responsibility of the programme manager who endorses the changes in functions and level of responsibility to ensure that appropriate budgetary provisions have been made.

d) Job Series

71. In addition to the procedures stipulated in the Administrative Instruction on Classification of Posts, job series will be established for certain functions at grades G-1 through G-5 and P-1 through P-3, which describe the levels of responsibility and duties typically carried out by staff at different grades in accordance with the relevant classification standards. The following positions have been identified for such job series: (i) Office/Team Assistants (G-3 to G-5), (ii) Project Secretaries/Assistants (G-3 to G-5) and (iii) Industrial Development Officers (P1 to P3). The request for upgrade under the Job Series shall be submitted in line with the time frames as set out in the Administrative Instruction on Classification of Posts (UNIDO/PSM/HRM/AI.1 issued on 20 March 2009. The Branch Director shall certify that the staff member is exhibiting the necessary competencies and is fully and successfully performing the duties and responsibilities established for the higher grade within his/her job series, he/she will be eligible for promotion, provided he/she meets the seniority-in-grade requirements under paragraph 78.
72. For posts identified for the job series, the incumbent will be promoted to the higher level as of the first day of the month when he/she meets the minimum seniority-in-grade requirement or as of the first day of the biennium in which the promotion is being implemented, whichever is later, provided there is a confirmation that the staff member concerned is exhibiting the competencies associated with the grades, as evidenced by satisfactory performance in accordance with the most recent performance appraisal records.
73. HRM may carry out audits to ensure compliance with the grade level descriptions, if considered necessary. HRM may further decide which additional functional areas or occupational groups are suitable for the establishment of job series.

¹³ Administrative Instruction UNIDO/PSM/HRM/AI.1 of 20 March 2009 or subsequent amendment or superseding issuances.

e) Merit Promotion

74. Merit Promotion up to the G-6 level may be granted to staff in the General Service and up to the P-5 level to staff in the Professional categories appointed under the 100 Series of the Staff Rules whose contracts are financed through biennial budgetary resources and whose performance over the time period stipulated in paragraph 75(d) below has consistently exceeded expectations. Merit promotion is deemed to be outside the classification process as well as the placement and recruitment processes and recognizes specific circumstances where the level of the staff member's individual performance and contribution has consistently exceeded the expectations from staff at his/her level and where no career growth through other means has been possible. Such promotion constitutes a personal promotion, which does not affect the grade or functional title of the staff member's post. Hence, if and when such a post becomes vacant, be it as the result of the staff member's transfer to another post or his/her separation, the post remains at its classified grade.
75. In order to qualify for consideration for a merit promotion staff members must have achieved the required level of work results and exhibited the desired level of competencies as validated in their Staff Performance Appraisal documents, including a combination of, at least, 3 and 4 overall final ratings for the most recent performance cycle. In addition, the staff members must have:
- (a) Consistently exceeded expectations, showing initiative, dedication, capacity for work and competencies that go beyond those usually expected from staff of their grades; and/or
 - (b) Demonstrated exemplary professional and ethical qualities, thus serving as a role model for other staff members; and/or
 - (c) Demonstrated team spirit by supporting colleagues in achieving the work programme and contributing to the overall organizational performance; and
 - (d) Served successfully for a minimum of five years at their grade.
76. Merit Promotion can only be given to a staff member once throughout his/her career with the Organization. The total number of such promotions shall not exceed five percent of all established posts per review cycle.
77. Proposals for merit promotion should be formulated within each Division/Office by an ad hoc committee, to be established and chaired by the Managing Director and composed of all Branch Directors and one staff representative of the electoral unit to which the Division belongs. The ad hoc committees shall carry out a substantive review of all eligible staff members of the Division and recommend those who deserve a merit promotion the most, based on the above criteria. The recommendations, not exceeding one page, will be submitted for review to the Inter-

Divisional Review Group (IDRG), composed of (i) the Deputy to the Director General, (ii) Managing Directors of each Division, (iii) Director of the Human Resource Management Branch and (iv) the President of the Staff Council. A Secretary shall be designated by the Human Resource Management Branch. The IDRG is expected to reach its conclusions by consensus and to submit the recommendations with its comments to the Director General for approval. The Merit Promotion exercise will be implemented once every two years.

f) Effective Date of Promotion

78. Excellent performance is the paramount consideration for the promotion of staff members. In addition, attainment of the minimum seniority-in-grade requirements as shown below is one of the eligibility requirements for promotion and selection for a higher level post resulting from recruitment. This requirement helps to ensure that staff have had full exposure to and opportunity to learn from challenges at the lower level. Such experience in turn enables them to produce results effectively at the higher level as of the first day of promotion. Consequently, the effective date of promotion will either be the date as indicated in paragraphs 79 to 81 or the first day of the month when the seniority-in-grade requirement as shown in the table below is fulfilled, whichever date is later.

At grade	For promotion to grade	Minimum seniority-in-grade ¹⁴ requirements in years
P-5	to D-1	4
P-4	to P-5	3
P-3	to P-4	2
P-2	to P-3	2
P-1	to P-2	2

G-5	to G-6	3
G-4	to G-5	3
G-3	to G-4	2
G-2	to G-3	2
G-1	to G-2	2

79. Subject to the requirements stipulated in paragraph 78 above, if the selection for an advertised vacancy (either through placement or recruitment) at a higher level entails a reassignment, the effective date of

¹⁴ For female staff in the professional and higher categories, the average of the service at present and previous grade will be used if this renders a higher seniority than the actual seniority in the present grade.

promotion will be the first day of the month of the actual reassignment or the first day of the month following the due release date, which shall be within four weeks as of the date the staff member and his/her office are informed of the selection decision, whichever is earlier. A delay in the staff member's release should not affect the effective date of promotion if it occurs on account of programme needs.

80. Effective date of confirmed promotions of an incumbent serving on a post that was reclassified at a higher level is regulated in the pertinent Administrative Instruction on Classification of Posts.¹⁵
81. If a staff member does not fully meet the post requirements of the advertised post and has been recruited at one level below the advertised grade-level, the respective Branch Director and divisional Managing Director may, after confirmation of satisfactory performance, recommend his/her promotion to the grade of the post after completion of the required seniority-in-grade. The promotion will be effective the first day of the month following completion of the seniority-in-grade requirement.
82. For merit promotions, the effective date of promotion will be the first day of the month following the notification of the merit promotion to the staff member.

g) Special Post Allowance

83. A Special Post Allowance may be paid to staff members in accordance with Staff Rule 106.12 applicable to staff appointed under the 100 series of the Staff Rules.
84. If the higher-level post for which the staff member receives a Special Post Allowance becomes vacant and the recipient of the Special Post Allowance is selected for the advertised vacancy, the period of Special Post Allowance will be taken into account when determining the step in the promotion level.

h) Recognition of Merit

85. The system of performance and merit recognition aims at awarding and encouraging continuous superior performance and follows the framework of principles and guidelines recommended by the International Civil Service Commission.

(1) Individual and Team Merit Awards

86. A merit award of monetary or non monetary form may be granted to staff appointed under the 100 series of the Staff Rules whose contracts are financed through biennial budgetary resources and who achieved the

¹⁵ Currently UNIDO/PSM/HRM/AI.1 on Classification of Posts in the General Service and Professional and Higher Categories, as amended, or superseding issuance.

required level of work results and exhibited the desired level of competencies as validated in their Staff Performance Appraisal documents for the most recent performance cycle, including a combination of, at least, 3 and 4 overall final ratings. In addition, the staff members must have:

- (a) Produced work of exceptional quality and quantity; and/or
 - (b) Made a tangible and decisive contribution to improving the efficiency of an operation; and/or
 - (c) Made a tangible and decisive contribution to successful teamwork; and/or
 - (d) Applied innovative approaches in his/her functional area.
87. A merit award may also be given collectively to all members¹⁶ of an established organizational unit or of a formally established task force, working group or similar, whose performance as a team during the reference cycle has produced exceptional results in terms of quality, innovation and cross-organizational cooperation.
88. Merit awards in monetary form will be granted as a lump-sum non-pensionable payment, equivalent to the annual net value of two step increments, at the single rate, calculated on the basis of the annual difference between steps 1 and 3 of the respective grade of the meritorious staff member. In the case of team awards, the amount will be calculated for and paid to each member of the team.
89. The merit awards will be given biannually and shall be limited to a maximum of five percent of the total staff per review cycle. The Director General may prescribe maximum quotas for each Division, based on the number of staff members in each Division. Nominations for individual or team merit awards can be made as follows: (i) by Directors through the Managing Directors to the Secretary of the Inter-Divisional Review Group (IDRG) (see paragraph 77) with comments by the Managing Director, and (ii) by individual staff members who may nominate a colleague or team directly to the Secretary of the IDRG.
90. Proposals for the merit awards shall be considered by the IDRG in the first quarter of the second year of the reference cycle and the recommendations, which should be based on consensus, shall be submitted to the Director General for final approval.

(2) *Director General's Award for Exemplary Excellence*

91. The Director General may, on an *ad hoc* basis and at his own discretion, grant a special award for exemplary excellence in order to recognize exceptional achievements by an individual or a team. The award may be

¹⁶ It is desirable to award all members of a team in recognition of their achievements. Nevertheless, awards are subject to availability of funds under the funding source of each staff member's respective contract (in particular project funds, as applicable).

given, to staff members appointed under the 100, 200, or 300 of the Staff Rules, without being exhaustive, for the following achievements:

- (a) Outstanding achievements in one of the fields covered by UNIDO's mandate, which have had a decisive impact on the Organization's standing in the international technical cooperation environment; and/or
- (b) Innovative programmatic, managerial or administrative initiatives, approaches or methods, which have resulted in significant improvements to UNIDO's effectiveness and efficiency; and/or
- (c) Exceptional performance in leading or implementing a programme on behalf of UNIDO in a complex environment, including under challenging security and safety conditions; and/or
- (d) Performance of an extraordinary act of credit above and beyond the call of duty by an individual or team.

The award will consist of a certificate of commendation and any other means as considered appropriate by the Director General.