

Appendix M

Staff Performance Appraisal System

(a) As stipulated in staff rule 104.08, the service and conduct of staff members shall be the subject of regular appraisals under the Staff Performance Management system (SPM). The SPM is an integral part of UNIDO's programme for Change and Organizational Renewal and supports and reinforces results-based management with meaningful and relevant consequences.

(b) A normal performance cycle shall cover a 12 months period, normally beginning on 1 January and ending on 31 December of the same year. The formal review and assessment of the staff member's performance during a normal performance cycle occurs in three phases, namely the Start of the Cycle (SOC) from 1 January to 31 March, the Mid-Term Review (MTR) from 1 July to 31 August, and the End of the Cycle (EOC) from 1 December to 28 February.

(c) In case the SPM is required at a time when the normal performance cycle may not be possible (e.g. at the entry of new staff, reassignment of serving staff, change in first reporting officers, planned or unplanned absences), the performance period covered by a performance document may not be shorter than six months and not longer than 17 months. Therefore, if at least six months are left within a given year, the performance document shall cover such a period. If there are less than six months left during the given year, this period shall be added to the next year.

(d) At the end of the cycle, two overall ratings are established in the SPM of a staff member, i.e. one for the achievement of the results under the compact and the other for the demonstration of core values and competencies as applicable under UNIDO's competency framework.

(e) The definitions of the performance ratings are established as follows:

For the achievement of the results of the compact:

- *Five (5): Extraordinary achievement of results:* Results achieved under the compact are considered extraordinary in terms of consistently surpassing all expectations or in terms of impact on organizational performance;
- *Four (4) Exceptional achievement of results:* Results achieved under the compact are considered exceptional in terms of surpassing targets in quality or quantity;
- *Three (3): Full achievement of results:* Results achieved under the compact are fully achieved in terms of quality or quantity;
- *Two (2): Partial achievement of results:* Results achieved under the compact are meeting over half of the requirements but not all;
- *One (1): Non-achievement of results:* Results achieved under the compact are not meeting at least half of the requirements.

For the performance in the core values and competencies:

- *Five (5): Extraordinary proficiency:* Consistently demonstrates all behavioral indicators, impacting own results as well as the performance of others;
- *Four (4): Exceptional proficiency:* Consistently demonstrates all behavioral indicators;
- *Three (3): Proficient:* Consistently demonstrates more than half, but not all of the behavioral indicators;
- *Two (2): Developing proficiency:* Demonstrates half of the behavioral indicators;
- *One (1): Not proficient:* Demonstrates less than half of the behavioral indicators.

(f) When one or both of the final overall ratings is “1” or “2”, a performance improvement period is applicable during the extension of a probationary period of six months. A performance improvement period of minimum six months and maximum 12 months is applicable for a staff member on a fixed term contract.

(g) A staff member, who has received an overall rating of “1” or “2” and who is not in agreement with one or both of the final performance ratings established at the completion of the cycle, may submit a rebuttal within 30 calendar days from final notification transmittal date by the second reporting officer.

(h) A rebuttal panel is established at UNIDO headquarters and constitutes a pool of ten members, who shall be serving staff members of UNIDO. A rebuttal case shall be reviewed by a subpanel comprising of three members selected from the pool, who shall submit their recommendations to the Director, Human Resource Management Branch for a final decision.