

Chapitre 5. Recrutement, promotion, mutation, mobilité géographique et interinstitutions

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Point RH 5.1. Objet et portée

Disponible en anglais seulement (version française à suivre)

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

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

Point RH 5.2. Recrutement

Disponible en anglais seulement (version française à suivre)

- A. Definitions
- B. General principles
- C. Limitations on recruitment/appointment
- D. Medical Clearance
- E. Obligation of confidentiality in the recruitment process
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- G. Information required from staff members on appointment
- H. Recruitment planning

A. Definitions

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

B. General principles

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

Geographical representation

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

Gender balance

11. Without prejudice to the overriding considerations set forth in [Staff Regulation 4.2](#), and without detriment to the principle of geographical distribution within the staff, due consideration shall be paid to gender balance at all levels of the Organization. To achieve UNESCO's objective of gender parity at all levels, every effort shall be made to ensure that suitable qualified women/men are recruited in those categories where parity has not been achieved.

C. Limitations on recruitment/appointment

Age limit

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

Family relationships

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

If two staff members are spouses

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

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

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

Representatives or alternates of Member States on the Executive Board

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

External auditors

23. The External Auditor and members of his or her staff who have participated in the audit of the Organization may not be recruited by the Organization during the two financial periods (e.g. two biennia) following completion of their mandate ([Rules of procedure of the General Conference, Rule 108 d](#)).

Members of the Oversight Advisory Committee

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

Other officials with oversight responsibilities

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

Loaned or Seconded personnel

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

D. Medical Clearance

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

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

E. Obligation of confidentiality in the recruitment process

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

F. Conflicts of interest in the recruitment process

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

G. Information required from staff members on appointment

Declarations by staff members

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

Criteria and conditions for rectification

41. As these declarations are made by staff members on their own responsibility and with full knowledge of the facts, the Organization is legally entitled to base itself on the information supplied. Rectifications may exceptionally be accepted at the discretion of the Director-General, under the following conditions.
42. A request for change of date of birth may be considered subject to the following requirements:
- a) At the time of submission of the request, the staff member must be less than 50 years old, according to the original date of birth given.
 - b) The request must be submitted (i) within two years of the date of commencement of service in the Organization and (ii) within six months of the discovery by the staff member of the error, provided the staff member shows conclusively that exceptional circumstances precluded his or her discovery of the error earlier.
43. A request for rectification of personal data other than date of birth provided at the time of appointment may be considered, subject to the following requirements:

- a) The request must be submitted (i) within two years of the date of commencement of service in the Organization and (ii) within six months of the discovery by the staff member of the error, provided the staff member shows conclusively that exceptional circumstances precluded his or her discovery of the error earlier.
 - b) In the case of information provided after the appointment, the two-year period mentioned in paragraph (a) above shall be counted from the date on which the information was provided.
44. This provision is without prejudice to the obligation of a staff member to immediately bring to the attention of HRM all personal data provided by him or her which is subsequently discovered to be erroneous, notwithstanding any payments that he or she has received or is receiving from the Organization, based on the information provided.
45. For the request for rectification to be accepted, the error concerning previous declarations must be substantiated conclusively and the request must be accompanied by evidence of the authenticity and accuracy of the newly submitted documents.
46. Any entitlement to an allowance, grant or other payment which may result from the acceptance of the request for rectification of personal data shall be subject, as appropriate, to [Staff Rule 103.7 \(d\)](#) concerning eligibility for allowances and [Staff Rule 103.24](#) on recovery of payments made in error.
47. Any misrepresentation of facts may lead to disciplinary measures.

Nationality on appointment

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

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

Change of nationality

50. Once initially determined, the nationality of a staff member shall not normally change for the purposes of application of the Staff Regulations and Rules, except where the staff member acquires a new nationality and has to renounce the nationality under which he/she was recruited in UNESCO. Staff members must notify HRM/Benefits, promptly and in writing, of any subsequent change in this matter.

51. In the case where a staff member is a national of more than one State upon appointment or becomes a national of more than one State in the course of his/her career in UNESCO, he/she may be granted a change of nationality for the purposes of the Staff Regulations and Staff Rules, once in his/her career, upon decision of DIR/HRM. Such decision shall be based on a determination that the staff member is more closely associated with the State under the nationality of which he/she wishes to be recognized by the Organization than with the State under the nationality of which he/she was recognized upon initial appointment. In addition to evidence of nationality, the staff member shall be responsible for providing information and documentation which may be required to this effect, such as real estate ownership, employment record, residence of family members.

H. Recruitment planning

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

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

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

[1]_Standards of Conduct for the International Civil Service (2014)

Statut du Personnel

- 1. [Article 1.2](#)
- 2. [Article 11.2](#)
- 3. [Article 12.1](#)
- 4. [Article 12.2](#)
- 5. [Article 4.4](#)
- 6. [Article 3.2](#)
- 7. [Article 8.1](#)
- 8. [Article 3.1](#)

Règlement du Personnel

- 1. [Disposition 103.8 - Nationalité, lieu des foyers officiels](#)
- 2. [Staff Rule 104.1 bis - Appointment Review Board](#)
- 3. [Disposition 104.2 - Restrictions en matière d'engagement](#)
- 4. [Disposition 104.2 bis - Critères d'éligibilité pour le recrutement](#)
- 5. [Disposition 104.5 - Renseignements demandés aux membres du personnel](#)
- 6. [Disposition 104.9 - Examens médicaux](#)

Documents Clés

- 1. [Acte constitutif de l'UNESCO](#)
- 2. [Standards of Conduct for the International Civil Service](#)
- 3. [UNESCO Competency Framework](#)

Formulaires

1. **Form HR 5-3 - Demande en vue d'un mouvement de personnel**
2. **Form HR 5-6 - Statement of Confidentiality (ARB)**

Appendices

1. **Appendice RH 1 B - Tableau de délégation de pouvoirs et d'obligation redditionnelle - EN COURS DE REVISION**
2. **HR Appendix 5 A - Methodology of calculation of the geographical quotas**
3. **HR Appendix 5 B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process**

Point RH 5.3. Recrutement pour les postes internationaux du cadre organique et de rang supérieur

Disponible en anglais seulement (version française à suivre)

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

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

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

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

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

Education

2. Candidates for posts in the International Professional and Director and above categories should possess a completed, advanced university degree: Masters or equivalent, e.g. from four to six years of higher education studies sanctioned by a degree inclusive of professional certifications (such as Chartered Public Accountant (CPA) and military/police rank equivalents) in a field of study as reflected in the vacancy notice.
3. On proposal of an ADG/Director of Bureau, a Doctorate degree may be required for specific positions and on a case by case only. Such a requirement is approved by Director HRM. In the case of Director level and above posts, Director HRM shall request the approval of the Director-General.
4. In some specific occupational groups, the requirement of an advanced university degree may be replaced by a combination of relevant qualifications/certification and professional experience. When a supervisor determines that this is the case, he/she should consult HRM when establishing the vacancy notice.

Work experience

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

Competencies

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

Job-related skills

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

Language skills

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

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

B. Vacancy notice preparation (HR Procedure 5.2)

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

Generic vacancy notices and recruitment rosters (HR Appendix 5-J)

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

C. Advertisement

17. International Professional and Director and above posts are advertised for one month.
18. Vacancy notices are published by HRM on the UNESCO Careers site in the language originally provided. If necessary, the Sector/Bureau/Office advertises the vacancy notices in other appropriate media. HRM may recommend to the Sector/Bureau/Office appropriate media to be used for such advertisements.
19. HRM ensures that Circular letters with vacancy notices for Director/Head of Field Office posts, and for Director and above posts are prepared in the two working languages of the Secretariat and sent to National Commissions of Member States.

D. Application and registration

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

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

Pre-screening

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

Pre-selection

24. The purpose of the pre-selection is to review the pre-screened applications against the requirements for the post and establish a list of candidates retained for interview.
25. HRM conducts the pre-selection with the supervisor of the post or his/her designate(s). In the case of AO posts, a representative of BFM in the International Professional category also participates in the pre-selection.
26. HRM, the supervisor of the post and, in the case of AO posts, the representative from BFM shall:
 - (a) Review the pre-screened candidates against the requirements of the post as set out in the vacancy notice.
 - (b) Establish a list of candidates retained for interview(s). As a general rule, any staff member, who meets all the essential recruitment requirements of the post, should be considered for an interview.

27. HRM ensures that candidates retained for interview do not fall under instance of limitation to recruitment (such as family relationships, age, status etc.) as listed in [HR Item 5.2.C](#).
28. The supervisor of the post ensures that he/she and the other staff members conducting the pre-selection sign a Statement of Confidentiality (HR Form 5-7) at the beginning of the process.

Tests and Preliminary Interviews

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

Interviews and Evaluation

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

Composition of the Interview Panel

36. The Sector ADG/Director of Bureau/Office sets up an Interview Panel to interview the pre-selected candidates. The Interview Panel should be gender-balanced, to the extent possible, and established on as wide a geographical representation as possible.

37. The Interview Panel is chaired by the immediate supervisor of the post and includes at least two staff members at the same or at a higher-grade level than the post under recruitment. One of the two members of the Panel should be from another Sector/Bureau/Office. To the extent possible, the Panel includes an HRM representative in the International Professional category. An HRM representative in the International Professional Category must participate in the Interview Panel for P-5 posts.
38. For AO posts, the Interview Panel is set up and chaired by the immediate supervisor of the post and includes representatives from BFM, IOS and HRM in the International Professional category. For AO posts in the field, the Head of Field Office chairs the Panel, which is set up by BFM.
39. For field posts, the Director/Head of Field Office chairs the Interview Panel.
40. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.
41. The composition of Interview Panels is as indicated in Table 5-3 below:

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

Post	Chair	Members
Professional posts (excluding AO posts)	<p>Immediate Supervisor of the post (for posts at HQ)</p> <p style="text-align: center;"><i>or</i></p> <p>Director/Head of FieldOffice (for posts in the Field)</p>	<ul style="list-style-type: none"> • One staff member (P or above) at the same or higher grade than the post in question. • One staff member (P or above) from another Sector/Bureau/Office, at the same or higher grade than the post in question. • For P-5 posts: An HRM representative (P or above) • Optional (for P-1 to P-4 posts): An HRM representative (P or above).
AO posts	<p>Immediate Supervisor of the post (for posts at HQ)</p> <p style="text-align: center;"><i>or</i></p> <p>Director/Head of Field Office (for posts in the Field)</p>	<ul style="list-style-type: none"> • Representatives from BFM, IOS and HRM (P or above).

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

Preparation of the Interview

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

44. Non staff member candidates are asked to submit a copy of their diploma(s)/certificate(s), with a translation in French or English where necessary, and valid passport. Staff member candidates shall submit a copy of diplomas/certificates obtained after their entry on duty.
45. HRM will provide the Chair of the Panel with an updated status of the Geographical Distribution and the Gender Parity (vis à vis targets) within the Sector/Bureau/Office of the post concerned, as well as information on the status concerning the Standard Duration of Assignment in the case of International Professional staff.
46. The Chair ensures that he/she and the members of the Interview Panel sign a Statement of Confidentiality ([HR Form 5-7](#)) at the beginning of the process.

Mandate of the Interview Panel

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

Interviews

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

Assessment Centres

53. Assessment centres may be used for P-5 posts and above, and in principle, apply to candidates who are not staff members. An assessment centre may refer to a combination of techniques which are used to assess the aptitude and suitability of candidates for the advertised job and they may include job-related simulations and psychological tests which give further insight into the behavioural tendencies of candidates.
54. The use of Assessment Centres is requested by Director HRM, including the competencies to be assessed, and is approved by the Director-General. The Assessment Centre is conducted after the interviews. Director HRM communicates the results to the Chair of the Interview Panel and to the Director-General at the same time as the recommendation. The results are used as complementary information only, and are for the Director-General's consideration.

Evaluation of the candidates

55. The criteria against which the candidates are evaluated shall be consistent with the vacancy notice (i.e. education, work experience, competencies, job-related skills, and language requirements). Candidates for positions at P-4 and above shall also be evaluated against the managerial competencies required for the functions.
56. Priority consideration shall be given to qualified staff member candidates, on the basis of equal competence. Equal competence is defined on the basis of the essential requirements listed in the vacancy notice (i.e. academic degree(s), length and relevance of professional experience in relation to the functions of the post, technical and language skills) (see [HR Manual Item 5.2 A and B](#)).
57. In evaluating the candidates, the Interview Panel shall take into account.
- (a) the performance assessment reports of each candidate over the preceding two years if available;
 - (b) geographical mobility: at equal competence, priority consideration should be given to candidates who are due to move to another duty station;
 - (c) Prior field assignments: In the case of promotions to the P-4 level, priority consideration should be given to staff who have undertaken a successful field assignment. Flexibility and mobility, demonstrated by an assignment in different duty stations and/or Sectors/Bureaux/Offices, should also be a recognized asset for promotions to P-5 and above ^[1];
 - (d) prior merit promotion: at equal competence, priority consideration should be given to staff previously promoted on merit who are now applying to a post at their personal grade.
58. In addition, should the Interview Panel recommend a staff member candidate for a post at a higher grade (promotion), the Panel ensures that relevant promotion criteria are taken into account:
- (a) Performance: the staff member has demonstrated, at a minimum, a consistently satisfactory level of performance (as attested by his/her performance report);
 - (b) Prior successful field service (see 57 (c) above);
 - (c) In the case of promotion from the General Service to the Professional category, the staff member has demonstrated the ability to exercise functions at the Professional level;

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

Former staff members and candidates from UN Agencies

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

Geographical Representation

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

Gender Parity

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

Reference Checks

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

Recommendation for Appointment

65. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.
66. In the case that the Interview Panel has not identified at least two qualified candidates who can be recommended for appointment, it shall clearly indicate the reasons thereof in its recommendation. The Director-General may decide that the post be re-advertised to ensure a wider pool of qualified candidates.

67. The Chair of the Interview Panel prepares the recommendation of the Panel which includes:
- (a) The short-list of recommended candidates for appointment in order of merit;
 - (b) An evaluation of each candidate interviewed;
 - (c) An evaluation of each staff member candidate not interviewed;
 - (d) For each recommended candidate:
 - i) Copy of the CV
 - ii) Copies of performance evaluation reports covering the last two years, where available. This also applies to candidates from UN Agencies or other International Organisations
 - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required
68. The Chair of the Interview Panel ensures that the recommendation is shared with members of the Panel for their comments.
69. The Chair of the Interview Panel submits the recommendation to the Sector ADG/Director of Bureau/ Office concerned for approval. For AO posts in the field, the CFO approves and signs the recommendation. Upon approval, the Sector ADG/Director of Bureau/Office submits the recommendation with the documents listed in paragraph 67 to the Chairperson of the Appointment Review Board (ARB), via HRM.
70. In addition to the documents listed under paragraph 67, the following documents are submitted to HRM:
- a) The Statement of Confidentiality signed by each staff member participating in the pre-selection and in the Interview Panels ([HR Form 5-7](#));
 - b) Copies of diploma(s)/certificate(s) and their translation in English or French;
 - c) A copy of a valid passport confirming the primary nationality.

Review of recommendations for appointment by HRM

71. HRM reviews all recommendations for appointment for International Professional posts prior to their submission to the Appointment Review Board (ARB), to ensure that:
- (a) The recommendation is complete.
 - (b) The selection procedures and criteria have been complied with, the recommendation is consistent with the recruitment requirements set out in the vacancy notice and that performance reports have been taken into account.
72. Where applicable, HRM verifies the reference checks and the diploma(s)/certificate(s), including those obtained by staff members after their entry on duty.

73. HRM advises Sectors/Bureaux/Offices on all matters related to the recruitment process. If the selection procedures and criteria have not been observed or the recommendation is not fully documented, HRM may request a review by the Sector/Bureau/Office concerned and a re-submission of the recommendation.

Online review by the Appointment Review Board (ARB)

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

Composition of the Appointment Review Board (ARB)

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

Table 5-4: Procedure for ARB consultations

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

82. Director HRM submits the appointment recommendation, which will include the review of the ARB, which will be sent to the Director-General for his/her final decision.

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

Pre-screening

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

Pre-selection

84. The pre-selection is conducted as follows:
- a) For DDG, ADG and Director of Bureau/Office posts, by Director HRM (or designate) and an ODG representative. In the case of Director HRM post, the latter shall be replaced by an ADG.
 - b) For Director posts (HQs), by an HRM representative and the ADG of Sector (or designate).
 - c) For Director/Heads of Field Office posts, by an HRM representative and DIR/FSC (or designate); for

Heads of Liaison Office posts, by an HRM representative and the ADG/Director concerned (or designate). ADG/AFR (or designate) participates in the pre-selection for posts in Africa. ADG/ERI (or designate) participates in the pre-selection for Heads of Liaison Office posts.
 - d) For Directors of Category I Institutes/Centres, by an HRM representative and the ADG of Sector (or designate).
85. The objective and conduct of the pre-selection is the same as for International Professional posts, except that the list of candidates proposed for interview shall be submitted to the Director-General for approval.

Interviews and Evaluation

Composition of the Interview Panel

86. The Interview Panel should be gender-balanced, to the extent possible, and established on as wide a geographical representation as possible.
87. Its composition is as follows:
- (a) For DDG, ADG and Director of Bureau/Office posts: The Director-General (or his/her designate) sets up the Interview Panel and designates its Chair. The Interview Panel includes at least four members (in addition to its Chair), of whom one ADG or Director of Bureau/Office, one Director, preferably at D-2 level, DIR/HRM and an ODG representative or their designated representatives. In the case of the recruitment of Director HRM post, the latter is replaced by another senior staff, preferably at D-2 level.
 - (b) For Director posts at HQs: The ADG/Sector or Director/Bureau sets up and chairs the Interview Panel which includes one representative from another Programme Sector (at Director level), one representative from another Sector/Bureau (at Director level), and a HRM representative.

- (c) For Director/Head of Field Office posts: DIR/FSC (or his/her designate) sets up and chairs the Interview Panel which includes two representatives from Programme Sectors at the P-5 level or above, a BSP representative and an HRM representative. ADG/AFR (or his/her designate) chairs the Interview Panel in the case of recruitment of Director/Head of Field Office posts in Africa. In such case, the Panel also includes an FSC representative. The participation of ODG is optional, upon decision by the Director-General.
- (d) For Director/Head of Liaison Office posts: DIR/ODG (or his/her designate) sets up and chairs the Interview Panel which includes at least one representative from a Programme Sector at P-5 level or above, and representatives of ERI and HRM.
- (e) For Director of Category 1 Institutes posts: the ADG of the Sector concerned sets up and chairs the Interview Panel which includes at least one representative from the Governing Body of the respective Institute, and an HRM representative. For DIR/UIS, DIR/ODG sets up the Interview Panel.
88. The present incumbent of the post under recruitment shall not serve as the Chair or a member of the Interview Panel, unless otherwise authorized by DIR/HRM.

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

Post	Chair	Members
DDG, ADG, Directors of Bureau/Office	Designated by the DG	1 ADG or Director of Bureau/Office 1 Director (D-2 preferably) Director HRM (or representative) ODG representative
Director posts at HQs	ADG/Director of Bureau	1 Director from Programme Sector 1 Director from another Sector/Bureau HRM representative
Director/Head of Field Office	DIR/FSC ADG/AFR (for posts in Africa)	2 representatives from Programme Sectors (P-5 and above) BSP representative HRM representative FSC representative (for posts in Africa) Optional: ODG Representative
Director/Head of Liaison Office	DIR/ODG	1 representative from a Programme Sector (P-5 and above) ERI representative HRM representative
Director of Category 1 Institutes and Centres posts	ADG of Sector concerned For UIS: DIR/ODG	1 representative of the Governing Body of the Cat I Institute/Centre HRM representative

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

Interviews, Evaluation criteria, Assessment Centres

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

Recommendation for appointment

91. The provisions on the recommendation for appointment are the same as for International Professional posts, except for the following:
- a) The short-list of recommended candidates is not ranked;
 - b) The recommendation is submitted by the Chair of the Interview Panel to the Director-General via Director HRM. The ARB review does not apply in the case of Director/Head of Field/Liaison Office and Category 1 Institute and Centre and above posts.

G. Decision of appointment

Staff Regulations [4.1](#), [4.5.3](#)

92. The Director-General approves the appointment of staff in the International Professional and Director and above category.
93. In specific cases, consultations with the relevant Governing Body may be required, such as for Directors of Category 1 Institutes, and as set out in the Statutes of each Institute.
94. In the case of the UNESCO Intergovernmental Oceanographic Commission (IOC), the ADG/IOC, who is the Executive Secretary of the Commission, is appointed by the Director-General following consultation with the Executive Council of the IOC ([see Article 8.2. of the Statutes of IOC](#)).

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

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

Information on appointments

To the Executive Board

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

96. The Director-General shall inform the Executive Board of the appointments made to Director and above posts in accordance with Rule 59 of the Rules and Procedures of the Executive Board.

Director-General's Note

97. The appointments to Director and above posts and to Head of Field/Liaison Office posts are announced by the Director-General through a Director-General's Note prepared by:
- (a) DIR/ODG for DDG, ADG, Director of Bureau/Office, Director/Head of Liaison Office posts and DIR/UIS;

- (b) The ADG/Director of Bureau concerned for Director posts at Headquarters and for Director of Category 1 Institute and Centre posts;
- (c) DIR/FSC for Director/Head of Field Office posts.

Notification of decisions on appointment and feedback

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

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

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

- 101. The appointment to a post of Director/Head of Field/Liaison Office is subject to clearance by the Host Country. Upon request from FSC, ERI or AFR (for Field Offices in Africa) shall officially seek clearance from the Host Country for the appointment of a candidate to the post of Director/Head of Field/Liaison Office. Once the clearance is obtained, ERI or AFR informs HRM accordingly.
- 102. ERI or AFR (for Field Offices in Africa), upon request from HRM, provides the newly appointed Directors/Heads of Field/Liaison Offices with accreditation letters to be handed over to the Ministries of Foreign Affairs of the countries they cover when they take up their functions.

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

- 103. Upon request from FSC, ERI or AFR (for Field Offices in Africa), ensures that appointments (and end of mission) of Directors/Heads of Field/Liaison Offices are officially communicated to the Ministry of Foreign Affairs of the Member State covered by the Office, and that other authorities and partners in the Member States concerned (e.g. President(s) of National Commission(s), the UN Resident Coordinator, etc.) are also informed.

H. Letter of appointment

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

If a candidate does not accept an offer of appointment

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

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

I. Grade and Step on appointment

[Staff Rule 103.3](#)

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

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

108. Candidates to P-1/P-2 posts are normally appointed at the P-1 grade. However, they will be appointed at the P-2 grade provided they meet the following requirements:
- (a) PhD and one year of relevant professional experience; or
 - (b) Advanced university degree (Masters or equivalent (from four to six years of higher education studies) and 2 years of relevant professional experience;

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

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

J. Medical clearance

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

110. The appointment of those candidates who are not staff members is subject to medical clearance (see [HR Manual Item 5.2, paragraphs 27 to 33](#)) by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer transmits the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/ SES of the required medical clearance.
111. The appointment of staff member candidates to another duty station requires a clearance by the Chief Medical Officer.
112. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are communicated neither to the Administration nor to any other service.

K. Security clearance

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

113. Security clearance is mandatory for all newly appointed staff members regardless of the security level in their duty station. It is obtained through the TRIP application (Travel Request Information Process) available on the UN DSS website (<https://dss.un.org>).
114. HRM/SES ensures that security clearance is obtained for all staff members appointed to International Professional and higher categories posts.

[1] Paragraph 7 (e) of the HR Manual Item 5.11

Procedures

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

Staff Regulations

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

Staff Rules

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

Key Documents

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

Forms

1. [Form HR 3-1 - Job Description \(Professional posts and higher category\)](#)
2. [Form HR 5-3 - Request for Personnel Action](#)
3. [Form HR 5-6 Statement of Confidentiality \(ARB\)](#)
4. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)

Links

1. [United Nations Department of Safety and Security](#)

Appendices

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

Preparation and Processing of the Vacancy Notice

Who prepares the Vacancy Notice?

Vacancy notices are prepared on the basis of the job description by the authorities indicated hereunder. They are responsible for ensuring that the content of vacancy notices is consistent with the job description, prior to the advertisement of the post

For International Professional and above category posts, as well as the National Professional and General Service categories, the preparation and clearance of the vacancy notice is as follows:

Type of posts	Prepared by	Cleared by
<u>International Professional & Above Categories:</u>		
Headquarters P Posts	The Supervisor of the Post	Sector ADG/Director of Division/Bureau concerned (or delegated authority)
Field P posts	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Headquarters & Category 1 Institute AO posts	The Supervisor of the Post in collaboration with BFM	Sector ADG/Director of Division/Bureau/Institute concerned (or delegated authority)
Field AO posts	BFM in collaboration with the Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Director/Head of Field Office	DIR/FSC	Director of Regional Bureau/Office
Director/Head of Liaison Office	DIR/ODG ADG/AFR (for Liaison Office in Addis Ababa)	
Director in a Sector/Bureau	ADG or Director of Bureau concerned	
Director of Category 1 Institute post	ADG of the Sector concerned, in collaboration with the Institute concerned	
Director UIS	DIR/ODG in collaboration with UIS	
DDG,ADG/Director of Bureau/Office	DIR/ODG in collaboration with HRM/SLD	
<i>Continued below</i>		

<u>National Professional Category:</u>		
National Professional Officer	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority) and the ADG of the Sector (or delegated authority)
<u>General Service Category:</u>		
General Service posts at Headquarters	The Supervisor of the Post	Chief of Section/Unit concerned (or delegated authority)
General Service posts in the Field	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)

What is included in the Vacancy Notice?

Vacancy notices shall include:

- (a) The title, grade, organizational unit and duty station of post;
- (b) An overview of the main responsibilities and functions of the post;
- (c) The profile required for the post: education (academic degree(s) and field of studies), work experience (number of years and field of experience), languages, core values and competencies (managerial competencies for P-4 grade and above), and job-related skills, by distinguishing which of them are essential or desirable.

Education and work experience should be consistent with the standard recruitment requirements.

- (d) The conditions of employment: level of remuneration, type and duration of contract and benefits package attached (these details will be provided by HRM/Staffing)
- (e) The closing date for applications.

HRM includes the following clauses/notices:

Table 5-4 : Clauses/notices

Type	Applicable to	Text
Mobility Clause	For all International Professional and Director posts	"Worldwide mobility is required as staff members have to serve in other duty stations according to UNESCO's geographical mobility policy "
Assessment Methods	As appropriate	"Assessment exercises such as written tests, assessment centres or content

		tests, may be applied during the recruitment process”
Gender Parity, Geographical Distribution, Disability	For all posts International Professional and above posts For all posts	“UNESCO is committed to promote geographical distribution and gender equality within its Secretariat. Therefore, women candidates are strongly encouraged to apply, as well as nationals from non- and under-represented Member States. Persons with disabilities are equally encouraged to apply.” Flexible work arrangements are promoted.
Others	For all posts	“UNESCO is a non-smoking Organization”. “UNESCO does not charge a fee at any stage of the recruitment process”.

Before The Recruitment Is Initiated

The supervisor of the post shall ensure that the post is classified. Classification is not required in the case of Generic Job Descriptions which are pre-classified, nor is it required for posts which have been classified less than 4 years ago, nor for posts for which no substantive changes in the duties and responsibilities have occurred since its last date of classification. The classification process is described in [HR Manual Item 3.1](#).

In The Case Where A Post Requires Classification

The supervisor of the post (or other responsible party indicated above) will prepare a draft Job Description and submit it to the Classification Unit for initial advice and confirmation of the appropriate Grade and Functional Title of the post. To avoid delays, draft vacancy notices can be prepared in parallel with this process on the basis of the initial classification advice provided pending the completion of the classification process.

How Is The Vacancy Notice Finalized?

Submission of the documents to HRM/Staffing

Step 1. The AO launches the recruitment action in the electronic recruitment workflow or prepares Form HR 5-3 (recruitment action requested), as appropriate.

Step 2. The Supervisor of the post or the concerned AO submits the following documents to HRM/Staffing:

- The draft vacancy notice, prepared by the supervisor of the post.
- The recruitment workflow or a copy of the Form HR 5-3.
- A copy of the classified Job Description or, in a case where the classification is underway, a copy of the draft JD and of the advice from the Classification Officer.

Review and final clearance

HRM/Staffing reviews the draft vacancy notice, in consultation with the supervisor of the post.

HRM/Staffing prepares a set of questions based on the requirements of the post that will be used in the pre-screening of candidates.

Prior to issuance of the vacancy notice, HRM/Staffing obtains from the supervisor or appropriate authority, approval of the pre-screening questionnaire and to proposed changes to the draft vacancy, if any.

Point RH 5.4. Recrutement des jeunes cadres

Disponible en anglais seulement (version française à suivre)

- A. The Young Professionals Programme
- B. Eligibility requirements
- C. Recruitment process

A. The Young Professionals (YP) Programme

1. The Young Professionals' (YP) Programme provides the opportunity for young university graduates and young qualified professionals under or equal the age of 30 on the year of application from non- and under-represented Member States to join UNESCO early in their professional career. Every biennium, due account taken of the availability of posts at P-1/P-2 level, and as approved by the General Conference, UNESCO recruits up to 20 Young Professionals (YPs), who are assigned to P-1/P-2 posts in Programme Sectors or to Management and Administration Services.
2. Their initial appointment is for a period of one year. It is subject to a nine-month probationary period and may be renewed, upon satisfactory performance.
3. Young Professionals are normally initially assigned to Headquarters. They shall be reassigned to the field after an initial assignment of 4 to 5 years at Headquarters during which time they should have acquired the necessary knowledge and experience to be operational in the field. The geographical mobility requirement will be reflected in the Young Professional's contracts on initial appointment and on confirmation of appointment.

B. Eligibility requirements

Nationality

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

For information on the current situation of geographical distribution, see [HRM Intranet site](#).

Age

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

Education

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

Work experience

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

Language skills

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

Other eligibility requirements

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

C. Recruitment process

Identification of posts for Young Professionals

10. In the course of the recruitment planning for the next biennium, Sector ADGs/ Bureau and Office Directors/ Heads of field offices jointly with HRM identify posts to be filled by YPs and earmark them in the C/5 for the next biennium. The list of YP posts is submitted by HRM to the Director-General for approval.
11. Annually, Sectors/Bureaux/Offices jointly with HRM prepare profiles for the YP positions, in line with the duties/functions of posts at P-1/P-2 level. The profiles should be finalized by November or, in any event, at least two months before the call for applications.

Call for applications

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

Advertisement and application process

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

Pre-selection process

14. HRM/TCD pre-selects all applications against the requirements of the profiles, such as education, work experience, language and job-related skills. DIR/HRM submits the list of candidates recommended for interview, including a summary preliminary assessment for each candidate, to the Director-General for approval.
15. Once the list is approved by the Director-General, the candidates are invited for interview and their National Commissions and Permanent Delegations are informed accordingly. The other candidates not retained for interview are notified through their respective National Commissions and Permanent Delegations.

Evaluation process

16. HRM/TCD sets up Evaluation Panels including representatives of the recruiting Sector/Bureau concerned and HRM.

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

Decision of appointment

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

Grade on appointment

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

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

Budget clearance

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

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

Medical clearance

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

26. The appointment of the YPs shall be made subject to medical clearance ([HR Manual Item 5.2](#), paragraphs 27 to 36) granted by the Chief Medical Officer of the Organization. After validation of the medical report based on full medical examination and tests, the Chief Medical Officer shall transmit the clearance to HRM/SES. Under no circumstances shall a selected candidate take up duties before the receipt by HRM/SES of the required medical clearance.
27. All medical reports, certificates and data are confidential and are kept in individual medical files in the Medical Service. Medical files are not communicated to the Administration or to any other service.

Security clearance

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

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

Staff Rules

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

Links

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

Point RH 5.5. Recrutement des administrateurs nationaux (NPO)

Disponible en anglais seulement (version française à suivre)

- A. Criteria for employment of National Professional Officers
- B. Standard recruitment requirements for National Professional posts
- C. Vacancy Notice Preparation (HR Procedure 5.2)
- D. Advertisement
- E. Application and Registration
- F. Preselection and Evaluation of Candidates for National Professional Officer Posts in the Field
- G. Decision of Appointment
- H. Notification of the decision of appointment and feedback
- I. Grade and Step on Appointment
- J. Medical Clearance
- K. Legal Entitlement to Work in the Country of Duty Station

A. Criteria for employment of National Professional Officers

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

B. Standard recruitment requirements for National Professional posts

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

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

Grade	Minimum number of years of relevant professional experience	Education
NO-A	Less than 2 years	Advanced university degree (Masters or equivalent) in the relevant field.
NO-B	Minimum 2 years	
NO-C	Minimum 4 years	
NO-D	Minimum 7 years of progressively responsible relevant professional experience	
NO-E	Minimum 10 years of progressively responsible relevant professional experience	

Nationality

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

Education

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

Work experience

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

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

Competencies

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

Job-related skills

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

Language skills

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

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

C. Vacancy notice preparation (HR Procedure 5.2)

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

D. Advertisement

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

E. Application and registration

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

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

Pre-selection

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

Tests and Preliminary Interviews

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

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

Interviews and Evaluation

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

Composition of the Interview Panel

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

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

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

Preparation of the Interview

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

Mandate of the Interview Panel

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

Interviews

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

Evaluation of the candidates

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

Former staff members and candidates from UN Agencies

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

Gender Parity

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

Reference Checks

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

Appointment Recommendation

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

57. The Director/Head of Office submits the complete recommendation file to HRM, via the AO of the Sector/Bureau concerned at HQs who ensures that [Form HR 5-3](#) is duly validated by BFM/BMR in support of the appointment.
58. Directors/Heads of Offices shall ensure that:
- a) The most suitable candidate is recommended for appointment based on considerations of technical competence, efficiency and integrity.
 - b) The candidate recommended for appointment fully meets the requirements of the post.

Review of recommendations for appointment by HRM

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

G. Decision of appointment

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

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

H. Notification of the decision of appointment and feedback

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

If a candidate does not accept an offer of appointment

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

I. Grade and Step on appointment

[Staff Rule 103.3](#)

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

J. Medical clearance

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

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

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

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

[1] Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna.

Procedures

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

Staff Regulations

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

Staff Rules

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

Forms

1. [Form HR 5-3 - Request for Personnel Action](#)
2. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)

Appendices

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

Preparation and Processing of the Vacancy Notice

Who prepares the Vacancy Notice?

Vacancy notices are prepared on the basis of the job description by the authorities indicated hereunder. They are responsible for ensuring that the content of vacancy notices is consistent with the job description, prior to the advertisement of the post

For International Professional and above category posts, as well as the National Professional and General Service categories, the preparation and clearance of the vacancy notice is as follows:

Type of posts	Prepared by	Cleared by
<u>International Professional & Above Categories:</u>		
Headquarters P Posts	The Supervisor of the Post	Sector ADG/Director of Division/Bureau concerned (or delegated authority)
Field P posts	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Headquarters & Category 1 Institute AO posts	The Supervisor of the Post in collaboration with BFM	Sector ADG/Director of Division/Bureau/Institute concerned (or delegated authority)
Field AO posts	BFM in collaboration with the Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Director/Head of Field Office	DIR/FSC	Director of Regional Bureau/Office
Director/Head of Liaison Office	DIR/ODG ADG/AFR (for Liaison Office in Addis Ababa)	
Director in a Sector/Bureau	ADG or Director of Bureau concerned	
Director of Category 1 Institute post	ADG of the Sector concerned, in collaboration with the Institute concerned	
Director UIS	DIR/ODG in collaboration with UIS	
DDG,ADG/Director of Bureau/Office	DIR/ODG in collaboration with HRM/SLD	
<i>Continued below</i>		

<u>National Professional Category:</u>		
National Professional Officer	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority) and the ADG of the Sector (or delegated authority)
<u>General Service Category:</u>		
General Service posts at Headquarters	The Supervisor of the Post	Chief of Section/Unit concerned (or delegated authority)
General Service posts in the Field	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)

What is included in the Vacancy Notice?

Vacancy notices shall include:

- (a) The title, grade, organizational unit and duty station of post;
- (b) An overview of the main responsibilities and functions of the post;
- (c) The profile required for the post: education (academic degree(s) and field of studies), work experience (number of years and field of experience), languages, core values and competencies (managerial competencies for P-4 grade and above), and job-related skills, by distinguishing which of them are essential or desirable.

Education and work experience should be consistent with the standard recruitment requirements.

- (d) The conditions of employment: level of remuneration, type and duration of contract and benefits package attached (these details will be provided by HRM/Staffing)
- (e) The closing date for applications.

HRM includes the following clauses/notices:

Table 5-4 : Clauses/notices

Type	Applicable to	Text
Mobility Clause	For all International Professional and Director posts	"Worldwide mobility is required as staff members have to serve in other duty stations according to UNESCO's geographical mobility policy "
Assessment Methods	As appropriate	"Assessment exercises such as written tests, assessment centres or content

		tests, may be applied during the recruitment process”
Gender Parity, Geographical Distribution, Disability	For all posts International Professional and above posts For all posts	“UNESCO is committed to promote geographical distribution and gender equality within its Secretariat. Therefore, women candidates are strongly encouraged to apply, as well as nationals from non- and under-represented Member States. Persons with disabilities are equally encouraged to apply.” Flexible work arrangements are promoted.
Others	For all posts	“UNESCO is a non-smoking Organization”. “UNESCO does not charge a fee at any stage of the recruitment process”.

Before The Recruitment Is Initiated

The supervisor of the post shall ensure that the post is classified. Classification is not required in the case of Generic Job Descriptions which are pre-classified, nor is it required for posts which have been classified less than 4 years ago, nor for posts for which no substantive changes in the duties and responsibilities have occurred since its last date of classification. The classification process is described in [HR Manual Item 3.1](#).

In The Case Where A Post Requires Classification

The supervisor of the post (or other responsible party indicated above) will prepare a draft Job Description and submit it to the Classification Unit for initial advice and confirmation of the appropriate Grade and Functional Title of the post. To avoid delays, draft vacancy notices can be prepared in parallel with this process on the basis of the initial classification advice provided pending the completion of the classification process.

How Is The Vacancy Notice Finalized?

Submission of the documents to HRM/Staffing

Step 1. The AO launches the recruitment action in the electronic recruitment workflow or prepares Form HR 5-3 (recruitment action requested), as appropriate.

Step 2. The Supervisor of the post or the concerned AO submits the following documents to HRM/Staffing:

- The draft vacancy notice, prepared by the supervisor of the post.
- The recruitment workflow or a copy of the Form HR 5-3.
- A copy of the classified Job Description or, in a case where the classification is underway, a copy of the draft JD and of the advice from the Classification Officer.

Review and final clearance

HRM/Staffing reviews the draft vacancy notice, in consultation with the supervisor of the post.

HRM/Staffing prepares a set of questions based on the requirements of the post that will be used in the pre-screening of candidates.

Prior to issuance of the vacancy notice, HRM/Staffing obtains from the supervisor or appropriate authority, approval of the pre-screening questionnaire and to proposed changes to the draft vacancy, if any.

Point RH 5.6. Recrutement pour les postes du cadre de service et de bureau au Siège

Disponible en anglais seulement (version française à suivre)

- A. Standard recruitment requirements for General Service posts
- B. Vacancy Notice Preparation (HR Procedure 5.2)
- C. Advertisement
- D. Application and Registration
- E. Preselection and Evaluation of Candidates for General Service Posts at Headquarters
- F. Decision of Appointment
- G. Letter of Appointment
- H. Grade and Step on Appointment
- I. Medical Clearance
- J. Legal Entitlement to Work in the Country of Duty Station

A. Standard recruitment requirements for General Service posts

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

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

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

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

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

Recruitment criteria

Education

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

Work experience

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

Competencies

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

Job-required skills

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

Language skills

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

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

B. Vacancy notice preparation (HR Procedure 5.2)

10. Vacancy notices are prepared by the supervisor of the post and cleared by the Chief of Section/Unit (or his/her delegated authority). Vacancy notices should include an overview of the main responsibilities and functions of the post based on the job description, and establish the essential and desirable recruitment requirements for the post (For the preparation of vacancy notices, see [HR Procedure 5.2](#)).

11. HRM reviews the vacancy notice and prepares a set of questions based on the requirements of the post for the pre-screening. Prior to issuance of the vacancy notice, HRM obtains from the supervisor or appropriate authority, the final clearance on the vacancy notice and the questionnaire.
12. The essential recruitment requirements for a post cannot be changed during the recruitment process. Once a vacancy has been published, it must be re-advertised if changes are made to the essential recruitment requirements.

Generic vacancy notices and recruitment rosters (HR Appendix 5-J)

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

C. Advertisement

16. General Service posts at Headquarters are advertised for one month.
17. Vacancy notices are published by HRM on the UNESCO Careers site in the language originally provided. If necessary, the Sector/Bureau/Division advertises the vacancy notices in other appropriate media fora. HRM may recommend to the Sector/Bureau/Division a media platform to be used for such advertisements.

D. Application and registration

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

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

Pre-screening

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

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

Pre-selection

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

Tests and Preliminary Interviews

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

Interviews and Evaluation

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

Composition of the Interview Panel

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

Table 5-8 : Composition of Interview Panels

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

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

Preparation of the Interview

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

Mandate of the Interview Panel

42. The Interview Panel shall:
- (a) Interview the pre-selected candidates to assess their knowledge, competencies and skills.

- (b) Evaluate interviewed candidates against the recruitment requirements of the post, as set out in the vacancy notice, taking into account all relevant factors, which may include the performance appraisal report(s) of the candidates, results of assessment exercises, if applicable etc.
- (c) Establish a short-list of at least two candidates recommended for appointment in order of merit. Only candidates who meet all the essential recruitment requirements as set out in the vacancy notice shall be recommended for appointment.

Interviews

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

Evaluation of the candidates

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

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

Former staff members and candidates from UN Agencies

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

Gender Parity

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

Reference Checks

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

Recommendation for Appointment

- 55. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.
- 56. In the case that the Interview Panel has not identified at least two qualified candidates who can be recommended for appointment, it shall clearly indicate the reasons thereof in its recommendation.
- 57. The Chair of the Interview Panel prepares the recommendation of the Panel which includes:
 - (a) The short-list of recommended candidates for appointment in order of merit.
 - (b) An individual evaluation for each candidate interviewed.
 - (c) An individual evaluation for staff member candidate(s) not interviewed.
 - (d) For each recommended candidate:
 - i) Copy of the CV
 - ii) Copies of performance evaluation reports covering the last two years, where available. This applies to candidates from UN Agencies or other International Organisations.
 - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required.

58. The Chair ensures that the recommendation is shared with members of the Interview Panel for their comments.
59. The Chair of the Interview Panel submits the recommendation to the Sector ADG/Director of Bureau/Division concerned for approval. Upon approval, the Sector ADG/Director of Bureau/Division submits the recommendation with the documents listed in paragraph 57 to the Chairperson of the Appointment Review Board (ARB), via HRM.
60. In addition to the documents listed under paragraph 57, the following documents are submitted to HRM:
 - a) The Statement of Confidentiality signed by each staff member participating in the pre-selection and in the Interview Panels.
 - b) Copies of diploma(s)/certificate(s) and their translation in English or French.
 - c) A copy of a valid passport and/or identity document establishing the right to work in the duty station.

Review of recommendations for appointment by HRM

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

Online review by the Appointment Review Board (ARB)

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

Composition of the Appointment Review Board (ARB)

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

Table 5-4: Procedure for ARB consultations

- HRM organizes ARB consultations. Consultations between the ARB Chairperson and members are conducted via online means including, but not limited to, e-mail, Skype and videoconferencing.
- HRM organizes the ARB consultations as soon as possible after receipt of the complete recommendation file, and to the extent possible within 10 calendar days of such receipt.
- For each consultation, HRM selects the Chairperson and the four members, taking into account the category (International Professional or General Service) of the post under review, as well as the following requirements: ARBs shall not include any staff member from the Sector/Bureau/Office, Field Office/Category I Institute of the staff member or post under consideration, nor shall it select, as far as possible, more than one member of the same nationality.
- The Chairperson's grade must be equal to, or higher than, that of the post to be considered.
- ARB members should be in the same category as the post(s) under review. One of the ARB member may be a staff member from the other category.
- ARBs shall not include any member involved in the pre-selection and/or from the Interview Panel having considered the post(s) submitted to it.
- Members who might have any conflict of interest or potential conflict of interest should disclose it in writing to HRM who will decide on the course of action (see HR Appendix 5-B - Guidance Note on Conflict of Interest in the Recruitment and Selection Process).
- Documents relating to the cases under consideration shall be made available to ARB members online.
- HRM will provide its assistance and administrative support to the ARB.
- The ARB has 7 calendar days, to the extent possible, to review and endorse the recommendation submitted. It may request additional clarifications from a representative of the Sector/Bureau/Office concerned.

- The ARB recommendations are normally reached by consensus. The ARB recommendation, including dissenting opinions, if any, is prepared by the Chairperson. The recommendation is electronically endorsed by all ARB members.
- The ARB submits its recommendation to the Director-General via DIR/HRM.
- The exchanges of the ARB are strictly confidential. Any breach of confidentiality shall be treated as misconduct under the provisions of the Human Resources Manual ([Chapter 11](#)) and may lead to disciplinary action. In this regard, all ARB members shall sign a Statement of Confidentiality ([HR Form 5-6](#)) at the beginning of their tenure.
- Participation in an ARB shall be regarded as official duty for those concerned. The supervisors shall ensure that ARB members are given the necessary latitude for their participation.

F. Decision of appointment

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

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

Notification of the decision of appointment and feedback

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

G. Letter of Appointment

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

If a candidate does not accept an offer of appointment

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

H. Grade and Step on appointment

Staff Rule 103.3

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

I. Medical clearance

Staff Regulation 4.6 and Staff Rule 104.9

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

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

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

Procedures

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

Staff Regulations

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

Staff Rules

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

Forms

1. [Form HR 3-2 - Job Description \(Headquarters General Services Category\)](#)
2. [Form HR 5-3 - Request for Personnel Action](#)
3. [Form HR 5-6 Statement of Confidentiality \(ARB\)](#)
4. [Form HR 5-7 - Confidentiality Statement - Pre-selection & Interview Panel](#)

Appendices

1. **Appendix 1 B - Table of Delegated Authority and Accountability - UNDER REVIEW**
2. **HR Appendix 5 B – Guidance Note on Conflict of Interest in the Recruitment and Selection Process**
3. **Appendix 5 D - Guidelines How to take reference checks**
4. **HR Appendix 5 E – Guidance Note on organizing and conducting tests/assessments exercises**
5. **Appendix 5 F - Guidelines How to prepare and to conduct a job interview**
6. **Appendix 5 I - Model Recommendation Memo**

Preparation and Processing of the Vacancy Notice

Who prepares the Vacancy Notice?

Vacancy notices are prepared on the basis of the job description by the authorities indicated hereunder. They are responsible for ensuring that the content of vacancy notices is consistent with the job description, prior to the advertisement of the post

For International Professional and above category posts, as well as the National Professional and General Service categories, the preparation and clearance of the vacancy notice is as follows:

Type of posts	Prepared by	Cleared by
<u>International Professional & Above Categories:</u>		
Headquarters P Posts	The Supervisor of the Post	Sector ADG/Director of Division/Bureau concerned (or delegated authority)
Field P posts	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Headquarters & Category 1 Institute AO posts	The Supervisor of the Post in collaboration with BFM	Sector ADG/Director of Division/Bureau/Institute concerned (or delegated authority)
Field AO posts	BFM in collaboration with the Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Director/Head of Field Office	DIR/FSC	Director of Regional Bureau/Office
Director/Head of Liaison Office	DIR/ODG ADG/AFR (for Liaison Office in Addis Ababa)	
Director in a Sector/Bureau	ADG or Director of Bureau concerned	
Director of Category 1 Institute post	ADG of the Sector concerned, in collaboration with the Institute concerned	
Director UIS	DIR/ODG in collaboration with UIS	
DDG,ADG/Director of Bureau/Office	DIR/ODG in collaboration with HRM/SLD	
<i>Continued below</i>		

<u>National Professional Category:</u>		
National Professional Officer	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority) and the ADG of the Sector (or delegated authority)
<u>General Service Category:</u>		
General Service posts at Headquarters	The Supervisor of the Post	Chief of Section/Unit concerned (or delegated authority)
General Service posts in the Field	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)

What is included in the Vacancy Notice?

Vacancy notices shall include:

- (a) The title, grade, organizational unit and duty station of post;
- (b) An overview of the main responsibilities and functions of the post;
- (c) The profile required for the post: education (academic degree(s) and field of studies), work experience (number of years and field of experience), languages, core values and competencies (managerial competencies for P-4 grade and above), and job-related skills, by distinguishing which of them are essential or desirable.

Education and work experience should be consistent with the standard recruitment requirements.

- (d) The conditions of employment: level of remuneration, type and duration of contract and benefits package attached (these details will be provided by HRM/Staffing)
- (e) The closing date for applications.

HRM includes the following clauses/notices:

Table 5-4 : Clauses/notices

Type	Applicable to	Text
Mobility Clause	For all International Professional and Director posts	"Worldwide mobility is required as staff members have to serve in other duty stations according to UNESCO's geographical mobility policy "
Assessment Methods	As appropriate	"Assessment exercises such as written tests, assessment centres or content

		tests, may be applied during the recruitment process”
Gender Parity, Geographical Distribution, Disability	For all posts International Professional and above posts For all posts	“UNESCO is committed to promote geographical distribution and gender equality within its Secretariat. Therefore, women candidates are strongly encouraged to apply, as well as nationals from non- and under-represented Member States. Persons with disabilities are equally encouraged to apply.” Flexible work arrangements are promoted.
Others	For all posts	“UNESCO is a non-smoking Organization”. “UNESCO does not charge a fee at any stage of the recruitment process”.

Before The Recruitment Is Initiated

The supervisor of the post shall ensure that the post is classified. Classification is not required in the case of Generic Job Descriptions which are pre-classified, nor is it required for posts which have been classified less than 4 years ago, nor for posts for which no substantive changes in the duties and responsibilities have occurred since its last date of classification. The classification process is described in [HR Manual Item 3.1](#).

In The Case Where A Post Requires Classification

The supervisor of the post (or other responsible party indicated above) will prepare a draft Job Description and submit it to the Classification Unit for initial advice and confirmation of the appropriate Grade and Functional Title of the post. To avoid delays, draft vacancy notices can be prepared in parallel with this process on the basis of the initial classification advice provided pending the completion of the classification process.

How Is The Vacancy Notice Finalized?

Submission of the documents to HRM/Staffing

Step 1. The AO launches the recruitment action in the electronic recruitment workflow or prepares Form HR 5-3 (recruitment action requested), as appropriate.

Step 2. The Supervisor of the post or the concerned AO submits the following documents to HRM/Staffing:

- The draft vacancy notice, prepared by the supervisor of the post.
- The recruitment workflow or a copy of the Form HR 5-3.
- A copy of the classified Job Description or, in a case where the classification is underway, a copy of the draft JD and of the advice from the Classification Officer.

Review and final clearance

HRM/Staffing reviews the draft vacancy notice, in consultation with the supervisor of the post.

HRM/Staffing prepares a set of questions based on the requirements of the post that will be used in the pre-screening of candidates.

Prior to issuance of the vacancy notice, HRM/Staffing obtains from the supervisor or appropriate authority, approval of the pre-screening questionnaire and to proposed changes to the draft vacancy, if any.

Point RH 5.7. Recrutement pour les postes du cadre de service et de bureau hors Siège

Disponible en anglais seulement (version française à suivre)

- A. Standard recruitment requirements for General Service posts
- B. Advertisement
- C. Application and Registration
- D. Preselection and Evaluation of Candidates for General Service Posts in the Field
- E. Decision of Appointment
- F. Letter of Appointment
- G. Notification of the decision of appointment and feedback
- H. Grade and Step on Appointment
- I. Medical Clearance
- J. Legal Entitlement to Work in the Country of Duty Station

A. Standard recruitment requirements for General Service posts

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

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

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

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

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

Recruitment criteria

Education

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

Work experience

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

Competencies

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

Job-required skills

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

Language skills

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

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

B. Vacancy notice preparation (HR Procedure 5.2)

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

C. Advertisement

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

D. Application and Registration

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

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

Pre-selection

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

Tests and Preliminary Interviews

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

Interviews and Evaluation

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

Composition of the Interview Panel

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

33. The composition of Interview Panels is as indicated in Table 5-8 below:

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

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

Preparation of the Interview

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

Mandate of the Interview Panel

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

Interviews

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

39. The Interview Panel conducts interviews according to guidelines, including the [UNESCO Competency-Based Framework](#), which are established for that purpose. Additionally, the Director/Head of Office may wish to individually speak with candidates who were interviewed by the Interview Panel for further evaluation.
40. Where deemed necessary, further interviews with one or several candidates may be conducted by the Panel.
41. The interview is an essential part of a candidate's overall evaluation, however, it should not take primacy over the other elements of the evaluation process and it should be given equal consideration in the overall determination of a candidate's suitability for the post.
42. If invited to a face-to-face interview, travel expenses may be reimbursed to the candidate(s), subject to availability of funds, checked in advance with the AO of the Sector/Bureau concerned at Headquarters.

Evaluation of the candidates

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

Former staff members and candidates from UN Agencies

47. Priority consideration shall also be given, on the basis of equal competence, to:
 - (a) Former staff members with at least one year's service, who were separated during the previous two years because of the abolition of posts.

- (b) Staff members already in the service of the United Nations or other Specialized Agencies, subject to reciprocity for the recruitment of UNESCO staff members as it might be provided by the Staff Regulations and Rules of their respective Agency.

Gender Parity

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

Reference Checks

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

Recommendation for appointment

- 50. The members of the Interview Panel should normally reach consensus. If there is a divergence of views, these should be reported in the written recommendation of the Panel.
- 51. The Chair of the Interview Panel prepares the recommendation of the Panel, which includes:
 - (a) The short-list of recommended candidates for appointment in order of merit.
 - (b) An evaluation of each candidate interviewed.
 - (c) An evaluation of each staff member candidate(s) not interviewed.
 - (d) For each recommended candidate:
 - i) Copy of the CV ([HR Form 5-1](#) or P11).
 - ii) Copies of performance evaluation reports covering the last two years, where available. This also applies to candidates from UN Agencies or other International Organisations.
 - iii) At least two reference checks for non staff member candidates ([HR Form 5-8](#)); any additional reference checks conducted by HRM as required.
 - (e) Copies of diploma(s)/certificate(s) for non staff member candidates; copies of diplomas/certificates obtained after the entry on duty for staff member candidates and their translation in English or French (certified by the AO of the Office).
 - (f) A copy of a valid passport (certified by the AO of the Office) for non staff member candidates.
 - (g) The Statement of Confidentiality signed by each staff member participating in the Pre-Selection and in the Interview Panels ([HR Form 5-7](#)).
- 52. The Chair of the Interview Panel ensures that the recommendation is shared with members of the Panel for their comments. He/she submits the recommendation to the Director/Head of Office concerned for approval and submission to HRM.

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

F. Decision of appointment

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

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

G. Notification of the decision of appointment and feedback

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

If a candidate does not accept an offer of appointment

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

H. Grade and Step on appointment

Staff Rule 103.3

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

I. Medical clearance

Staff Regulation 4.6 and Staff Rule 104.9

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

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

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

Procedures

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

Staff Regulations

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

Staff Rules

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

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Who prepares the Vacancy Notice?

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Headquarters & Category 1 Institute AO posts	The Supervisor of the Post in collaboration with BFM	Sector ADG/Director of Division/Bureau/Institute concerned (or delegated authority)
Field AO posts	BFM in collaboration with the Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)
Director/Head of Field Office	DIR/FSC	Director of Regional Bureau/Office
Director/Head of Liaison Office	DIR/ODG ADG/AFR (for Liaison Office in Addis Ababa)	
Director in a Sector/Bureau	ADG or Director of Bureau concerned	
Director of Category 1 Institute post	ADG of the Sector concerned, in collaboration with the Institute concerned	
Director UIS	DIR/ODG in collaboration with UIS	
DDG,ADG/Director of Bureau/Office	DIR/ODG in collaboration with HRM/SLD	
<i>Continued below</i>		

<u>National Professional Category:</u>		
National Professional Officer	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority) and the ADG of the Sector (or delegated authority)
<u>General Service Category:</u>		
General Service posts at Headquarters	The Supervisor of the Post	Chief of Section/Unit concerned (or delegated authority)
General Service posts in the Field	The Supervisor of the Post	Director/Head of Field Office concerned (or delegated authority)

What is included in the Vacancy Notice?

Vacancy notices shall include:

- (a) The title, grade, organizational unit and duty station of post;
- (b) An overview of the main responsibilities and functions of the post;
- (c) The profile required for the post: education (academic degree(s) and field of studies), work experience (number of years and field of experience), languages, core values and competencies (managerial competencies for P-4 grade and above), and job-related skills, by distinguishing which of them are essential or desirable.

Education and work experience should be consistent with the standard recruitment requirements.

- (d) The conditions of employment: level of remuneration, type and duration of contract and benefits package attached (these details will be provided by HRM/Staffing)
- (e) The closing date for applications.

HRM includes the following clauses/notices:

Table 5-4 : Clauses/notices

Type	Applicable to	Text
Mobility Clause	For all International Professional and Director posts	"Worldwide mobility is required as staff members have to serve in other duty stations according to UNESCO's geographical mobility policy "
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		tests, may be applied during the recruitment process”
Gender Parity, Geographical Distribution, Disability	For all posts International Professional and above posts For all posts	“UNESCO is committed to promote geographical distribution and gender equality within its Secretariat. Therefore, women candidates are strongly encouraged to apply, as well as nationals from non- and under-represented Member States. Persons with disabilities are equally encouraged to apply.” Flexible work arrangements are promoted.
Others	For all posts	“UNESCO is a non-smoking Organization”. “UNESCO does not charge a fee at any stage of the recruitment process”.

Before The Recruitment Is Initiated

The supervisor of the post shall ensure that the post is classified. Classification is not required in the case of Generic Job Descriptions which are pre-classified, nor is it required for posts which have been classified less than 4 years ago, nor for posts for which no substantive changes in the duties and responsibilities have occurred since its last date of classification. The classification process is described in [HR Manual Item 3.1](#).

In The Case Where A Post Requires Classification

The supervisor of the post (or other responsible party indicated above) will prepare a draft Job Description and submit it to the Classification Unit for initial advice and confirmation of the appropriate Grade and Functional Title of the post. To avoid delays, draft vacancy notices can be prepared in parallel with this process on the basis of the initial classification advice provided pending the completion of the classification process.

How Is The Vacancy Notice Finalized?

Submission of the documents to HRM/Staffing

Step 1. The AO launches the recruitment action in the electronic recruitment workflow or prepares Form HR 5-3 (recruitment action requested), as appropriate.

Step 2. The Supervisor of the post or the concerned AO submits the following documents to HRM/Staffing:

- The draft vacancy notice, prepared by the supervisor of the post.
- The recruitment workflow or a copy of the Form HR 5-3.
- A copy of the classified Job Description or, in a case where the classification is underway, a copy of the draft JD and of the advice from the Classification Officer.

Review and final clearance

HRM/Staffing reviews the draft vacancy notice, in consultation with the supervisor of the post.

HRM/Staffing prepares a set of questions based on the requirements of the post that will be used in the pre-screening of candidates.

Prior to issuance of the vacancy notice, HRM/Staffing obtains from the supervisor or appropriate authority, approval of the pre-screening questionnaire and to proposed changes to the draft vacancy, if any.

Point RH 5.8. Promotion

- A. Définition
- B. Cadre général
- C. Critères de promotion
- D. Promotion par nomination à un poste de classe supérieure
- E. Promotion par reclassement de poste
- F. Promotion après un engagement initial à la classe P-1/P-2 ou P-2/P-3
- G. Détermination de l'échelon initial après promotion
- H. Détermination de la classe après promotion du cadre de service et de bureau à la classe P-1/P-2
- I. Notification au Conseil exécutif
- J. Programme de promotion au mérite

A. Définition

1. La promotion est l'avancement d'un membre du personnel à un poste de classe supérieure.

B. Cadre général

2. Les promotions se font par :
 - (a) nomination d'un membre du personnel à un poste de classe supérieure à l'issue d'un processus de recrutement concurrentiel ;
 - (b) reclassement du poste du titulaire ; ou
 - (c) octroi au membre du personnel d'une promotion à la classe immédiatement supérieure sans incidence sur la classe du poste occupé (promotion au mérite) (voir paragraphe 29).

C. Critères de promotion

3. Pour pouvoir bénéficier d'une promotion, un membre du personnel doit :
 - (a) avoir toutes les qualifications requises pour le poste, y compris les compétences techniques et/ou managériales demandées dans la description d'emploi ;
 - (b) au minimum, avoir démontré un niveau de performances constamment satisfaisant ;
 - (c) pour les postes auxquels sont attachées des fonctions d'encadrement de la classe P-5 et de rang supérieur, avoir fait la preuve de son aptitude à assumer de manière efficace des fonctions d'encadrement :
 - (i) par ses notes professionnelles ;
 - (ii) en tant que de besoin, par l'intermédiaire du Centre d'évaluation approprié lorsque celui-ci a été mis en place ; et/ou
 - (iii) par d'autres éléments démontrant son aptitude à exercer les fonctions correspondant au niveau du poste, y compris attributions temporaires, missions ou autres tâches entraînant des fonctions d'un niveau plus élevé ;

- (d) l'expérience acquise hors Siège est un critère important pour la promotion du personnel du cadre organique recruté sur le plan international ; en particulier, pour ce qui est des nominations et des promotions aux postes de la classe P-4 et au-dessus, priorité doit être donnée à l'examen des candidatures des membres du personnel dont l'affectation hors Siège (pour une durée d'une année ou plus) a été satisfaisante ;
 - (e) dans le cas d'une promotion du cadre de service et de bureau à la catégorie du cadre organique, le membre du personnel doit avoir fait la preuve de son aptitude à exercer des fonctions relevant du cadre organique ;
 - (f) en cas de reclassement, le titulaire du poste concerné doit avoir exercé les fonctions correspondant à un niveau plus élevé que celui de son poste actuel pendant au moins un an ;
 - (g) d'autres tâches assumées par le membre du personnel, avec pièces justificatives à l'appui, sont aussi prises en considération.
4. Tous les membres du personnel promus à des postes d'encadrement de la classe P-5 et de rang supérieur doivent avoir suivi une formation aux méthodes de direction et de gestion, l'accent étant mis sur l'encadrement du personnel, ou bien entreprendre cette formation dans les 12 mois qui suivent la promotion.
5. HRM/Staffing examine toutes les recommandations concernant des promotions en veillant au respect des critères de promotion.

D. Promotion par nomination à un poste de classe supérieure

6. La promotion repose principalement sur un processus d'appel et de mise en concurrence de candidatures à un poste vacant de classe plus élevée. Pour être promu à un poste de classe supérieure pour lequel il satisfait aux critères de recrutement, un membre du personnel doit faire acte de candidature à un poste vacant de classe plus élevée et être nommé conformément aux règles et procédures régissant le processus de recrutement.

Pour des renseignements concernant la procédure de recrutement :

- (a) à des postes internationaux du cadre organique et de rang supérieur, voir le [Point 5.3](#) du Manuel RH ;
 - (b) à des postes d'administrateur national, voir le [Point 5.5](#) du Manuel RH ;
 - (c) à des postes du cadre de service et de bureau au Siège, voir le [Point 5.6](#) du Manuel RH ;
 - (d) à des postes du cadre de service et de bureau hors Siège, voir le [Point 5.7](#) du Manuel RH.
7. Sauf dans le cas des postes de directeur et de chef d'unité hors Siège, ainsi que des postes d'administrateur national et des postes du cadre de service et de bureau hors Siège, des comités consultatifs pour les nominations (ARB) examinent les recommandations de promotion à des postes de classe plus élevée pour s'assurer qu'elles sont conformes à la fois à la procédure de recrutement et aux critères de promotion (voir paragraphes 3 à 5 ci-dessus) et soumettent leur recommandation, par l'intermédiaire de HRM :
- (a) au Directeur général pour les nominations à des postes internationaux du cadre organique ;
 - (b) aux ADG/directeurs de bureau pour les nominations à des postes du cadre de service et de bureau au Siège.

Date de prise d'effet de la promotion

8. La promotion prend effet à compter de la date à laquelle le membre du personnel assume les fonctions du poste auquel il a été promu. HRM/SES adresse au membre du personnel une lettre de mutation et une copie de l'Avis de mouvement de personnel indiquant la date de prise d'effet de la promotion.
9. Lorsqu'un membre du personnel est promu au sein d'un même service, il assume normalement les fonctions du poste auquel il a été promu immédiatement après la décision concernant sa nomination.
10. Lorsqu'un membre du personnel du cadre organique ou de rang supérieur est promu dans un autre service au Siège, il doit être en mesure d'intégrer cette unité dans les 20 jours ouvrables qui suivent la décision officielle concernant sa nomination. Ce délai peut être prolongé d'un commun accord entre les unités concernées.
11. Lorsqu'un membre du personnel du cadre de service et de bureau est promu dans un autre service au Siège, il doit être en mesure d'intégrer cette unité dans les 10 jours ouvrables qui suivent la décision officielle concernant sa nomination. Ce délai peut être prolongé d'un commun accord entre les unités concernées.
12. Lorsqu'un membre du personnel est muté d'un lieu d'affectation à un autre, HRM/SES consulte le membre du personnel et le(s) département(s)/bureau(x) concerné(s) en ce qui concerne la date de prise d'effet de la promotion.

E. Promotion par reclassement de poste

13. Un membre du personnel peut être promu à une classe plus élevée suite au reclassement du poste qu'il occupe, à condition de satisfaire aux critères de promotion (énoncés au paragraphe 3). Le critère relatif à l'expérience hors Siège (paragraphe 3 (d)) ne s'applique pas en cas de promotion par reclassement de poste.

Pour des renseignements sur les règles et procédures régissant le processus de reclassement, se reporter au [Point 3.1](#) du Manuel RH – Système de classement.

14. Suite au reclassement d'un poste, l'ADG du secteur, le directeur de bureau, le chef d'unité hors Siège ou le directeur d'institut soumet à DIR/HRM une recommandation écrite aux fins de la promotion du membre du personnel concerné dans laquelle il confirme que ce dernier satisfait aux critères de promotion susmentionnés. Il doit joindre à cette recommandation le dernier rapport d'évaluation des performances de l'intéressé.
15. DIR/HRM s'assure que les critères de promotion sont respectés et soumet la recommandation au Directeur général.
16. Il appartient au Directeur général d'approuver la promotion de membres du personnel résultant du reclassement d'un poste à la catégorie des postes du cadre organique et de rang supérieur ou à l'intérieur de celle-ci. DIR/HRM approuve la promotion de membres du personnel à l'intérieur de la catégorie du cadre de service et de bureau et des administrateurs nationaux. Les promotions résultant d'un reclassement de poste financé au titre de la Réserve pour les reclassements doivent être approuvées par le Directeur général. Les décisions relatives aux promotions doivent prendre en compte les rapports d'évaluation des performances du membre du personnel concerné.
17. HRM notifie la décision de promotion à l'ADG du secteur, au directeur de bureau, au chef d'unité hors Siège ou au directeur d'institut, ainsi qu'au superviseur et au membre du personnel concerné.

Date de prise d'effet de la promotion

18. La promotion prend effet au bout d'un an à compter de la date à laquelle le membre du personnel a effectivement commencé à assumer des fonctions à un niveau plus élevé de manière satisfaisante, ainsi qu'en atteste son supérieur hiérarchique et sous réserve de satisfaire aux critères de promotion (paragraphe 3 ci-dessus).
19. La décision relative au classement d'un poste prend effet à compter du premier jour du mois qui suit réception de la demande de classement dûment remplie (voir le [Chapitre 3 du Manuel RH – Gestion et classement des postes](#)). Dans certaines circonstances exceptionnelles, la décision de reclassement peut avoir un effet rétroactif. Toutefois, la date de prise d'effet de la décision de reclassement ne peut remonter à plus d'un an avant la date de réception de la demande dûment remplie. En aucun cas, le reclassement ne peut prendre effet avant le début de l'exercice biennal. Les demandes à titre rétroactif doivent être dûment justifiées et soumises au Directeur de HRM pour approbation par le Directeur général.

F. Promotion après un engagement initial à la classe P-1/P-2 ou P-2/P-3

20. La promotion des membres du personnel nommés à la classe P-1 pour des postes P-1/P-2 ou à la classe P-2 pour des postes P-2/P3 (lorsque de tels postes existent pour des fonctions linguistiques particulières) peut être envisagée, aux classes P-2 et P-3 respectivement, après deux années de services satisfaisants.
21. Pour une promotion de P-1 à P-2 ou de P-2 à P-3, à l'intérieur des classes P-1/P-2 et P-2/P-3, la recommandation du superviseur immédiat doit être accompagnée d'un rapport d'évaluation des performances (portant l'appréciation « Répond pleinement aux attentes »). La recommandation doit être approuvée par l'ADG ou le directeur de bureau, puis transmise à DIR/HRM.
22. L'AO du secteur/bureau soumet le [Formulaire HR 5-3](#) à HRM/SES par l'intermédiaire de BFM.
23. HRM s'assure que les critères de promotion ont été respectés. Les promotions à l'intérieur des classes P-1/P-2 et P-2/P-3 doivent être approuvées par DIR/HRM.

Date de prise d'effet de la promotion

24. La promotion prend normalement effet deux ans après la date de la nomination à la classe la moins élevée, à condition que les conditions énoncées au paragraphe 21 soient remplies.

G. Détermination de l'échelon initial après promotion

Pour des renseignements concernant la détermination de l'échelon initial après promotion, se reporter au [Point 4.6](#) du Manuel RH, paragraphes 36 à 38.

H. Détermination de la classe après promotion du cadre de service et de bureau à la classe P-1/P-2

25. Lors de la promotion d'un membre du personnel d'une classe du cadre de service et de bureau à la classe P-1/P-2, les principes ci-après s'appliquent :

Promotion de la classe G-5 ou de classes moins élevées à des postes internationaux du cadre organique

26. Les membres du personnel du cadre de service et de bureau de la classe G-5 (ou L5/ND5 dans les unités hors Siège) ou d'une classe moins élevée sont nommés à la classe P-1. Après deux années, sous réserve de services satisfaisants confirmés, ils sont promus à la classe P-2.

Promotion de la classe G-6/G-7 à des postes internationaux du cadre organique

27. Les membres du personnel des classes G-6 ou G-7 (L6, L7, ND6, ND7 dans les unités hors Siège) sont nommés à la classe P-2.

I. Notification au Conseil exécutif

Textes fondamentaux, Règlement intérieur du Conseil exécutif, [Article 59](#)

28. Le Directeur général informe le Conseil exécutif des promotions aux postes de classe D-1 ou de rang supérieur.

J. Programme de promotion au mérite

Principes de base

29. Les principes de base régissant le programme de promotion au mérite sont les suivants :
- (a) il complète les modalités normales de promotion en vigueur dans l'Organisation (c'est-à-dire la sélection concurrentielle pour le passage à un poste de classe plus élevée, qui est le principal système, et le reclassement des postes), qui continueront d'être appliquées conformément aux critères approuvés ;
 - (b) il est fondé sur le mérite ; des preuves du mérite, c'est-à-dire des exemples précis de résultats avérés, seront exigées ;
 - (c) le processus de recommandation en vue de promotions au mérite est intégré au processus d'évaluation des performances ;
 - (d) le programme est ouvert, transparent et équitable ;
 - (e) les promotions sont accordées en fonction de critères objectifs tels que les résultats, les performances, l'aptitude à assumer des fonctions d'un niveau supérieur et la mobilité (géographique/ fonctionnelle) ;
 - (f) un nombre limité de promotions, approuvé par le Directeur général, est accordé pour chaque exercice biennal.

Définition

30. Aux fins du programme, on entend par mérite :
- (a) une aptitude, contribution ou réalisation avérée qui bénéficie manifestement aux programmes et/ou services de l'UNESCO ;
 - (b) le mérite est attesté par des faits déterminants faisant apparaître des résultats supérieurs ou excellents ;
 - (c) le fonctionnaire doit être allé au-delà des tâches qui lui ont été confiées et avoir la capacité d'assumer des fonctions à un niveau supérieur à la classe actuelle de son poste.

Description

31. Une promotion au mérite est une promotion à la classe immédiatement supérieure accordée à une personne, et qui est sans incidence sur la classe du poste occupé.

Conditions requises

32. Le programme de promotion au mérite s'applique aux membres du personnel de l'UNESCO titulaires d'engagements de durée définie ou indéterminée depuis quatre ans et n'ayant pas bénéficié de promotion pendant cette période.

Quota de promotion au mérite

33. Le quota de promotion au mérite consiste en un plafond de promotions au mérite pour chaque catégorie de membres du personnel (P, G et administrateurs nationaux), y compris des plafonds distincts pour les agents du cadre de service et de bureau recrutés localement hors Siège.
34. Le Directeur général approuve un nombre maximum limité de promotions au mérite par exercice biennal en fonction de l'enveloppe budgétaire allouée aux promotions au mérite dans le cadre de la « Réserve pour les reclassements/promotions au mérite » approuvée par la Conférence générale pour chaque exercice biennal. Ce quota de promotion au mérite ne dépasse pas 5 % des effectifs de l'Organisation. (Aux fins du programme, on entend par effectifs le nombre total de membres du personnel titulaires d'engagements de durée définie et indéterminée).

Critères de promotion

35. Les principaux critères de promotion ont trait au mérite, fondé sur les résultats et les performances. Ces critères sont notamment les suivants :
- (a) résultats avérés, par exemple réalisations importantes, visibles et prouvées au bénéfice de l'Organisation, qui contribuent manifestement aux programmes et/ou aux services de l'UNESCO ;
 - (b) performances, engagement et intégrité exceptionnels constamment démontrés dans l'accomplissement des objectifs de l'Organisation au cours des quatre années précédentes à l'UNESCO ;
 - (c) aptitude démontrée à assumer des fonctions à un niveau supérieur à celui de la classe actuelle ;
 - (d) pour les gestionnaires et les cadres, aptitude avérée ou prouvée à gérer efficacement du personnel et des budgets ;
 - (e) mobilité géographique et/ou fonctionnelle prouvée.

Classement des membres du personnel par ordre de mérite : système de points

36. Afin d'établir un classement objectif des membres du personnel s'acquittant particulièrement bien de leurs tâches, un système de points est appliqué comme suit :
- (a) des facteurs sont attribués à chaque catégorie sur la base des critères de promotion ;
 - (b) des points (valeur maximum : 10) sont assignés à chaque facteur (voir paragraphe 37) ;

- (c) chaque facteur a une pondération différente qui dépend de l'importance relative du facteur pour chaque catégorie (par exemple, un poids plus fort est donné à la mobilité géographique pour le personnel du cadre organique) ;
- (d) pour chaque facteur, les points attribués au candidat sont multipliés par le coefficient de pondération ;
- (e) les candidats sont classés en fonction du nombre total de points obtenus ;
- (f) une promotion au mérite serait recommandée pour les membres du personnel qui obtiennent les meilleures notes, dans l'ordre de leur classement et dans la limite du quota maximum fixé pour chaque catégorie.

37. Les facteurs et les coefficients de pondération sont les suivants :

Tableau (5-9) Promotion au mérite – Personnel du cadre organique recruté sur le plan international

Facteur	Éléments d'appréciation	Points	Coefficient de pondération	Total
1. Réalisations importantes bénéfiques pour l'Organisation	<ul style="list-style-type: none"> • Faits déterminants, exemples concrets de contribution aux résultats des activités de programme/services d'appui de l'UNESCO. 	(10)	4	40
2. Performances constamment exceptionnelles pendant au moins quatre ans	<ul style="list-style-type: none"> • Rapports d'évaluation des performances pendant quatre ans. • Autres (notes d'appréciation, etc.). 	(10)	2	20
3. Aptitude avérée ou potentielle à obtenir de bons résultats à la classe supérieure (sur la base d'une évaluation des résultats et des contributions)	<ul style="list-style-type: none"> • Pour les gestionnaires et les cadres, aptitude avérée ou prouvée à gérer efficacement du personnel et des budgets. • Compétences avérées mentionnées (si tel est le cas) dans le cadre de compétences. 	(10)	2	20
4. Mobilité	<ul style="list-style-type: none"> • Nombre de lieux d'affectation où le membre du personnel du cadre organique a été en poste, pendant au moins un an, à l'UNESCO (2 points par lieu d'affectation). 	(10)	2	20
	<ul style="list-style-type: none"> • Travail, pendant au moins un an, dans un lieu d'affectation hors Siège où les conditions de vie et de travail sont difficiles (classé C, D ou E). 	(10)	2	20
	<ul style="list-style-type: none"> • Nombre de mouvements fonctionnels entre unités (un point par mouvement). 	(10)	2	20
Nombre total de points : 140				60

**Tableau (5-10) Promotion au mérite – Personnel du cadre de service et de bureau
(G-1 à G-7) Siège/hors Siège**

Facteur	Éléments d'appréciation	Points	Coefficient de pondération	Total
1. Réalisations importantes bénéfiques pour l'Organisation	<ul style="list-style-type: none"> Faits déterminants, exemples concrets d'améliorations apportées aux activités de programme/ services d'appui de l'UNESCO. 	(10)	4	40
2. Performances constamment exceptionnelles pendant au moins quatre ans	<ul style="list-style-type: none"> Rapports d'évaluation des performances pendant quatre ans. Autres (notes d'appréciation, etc.). 	(10)	2	20
3. Aptitude avérée ou potentielle à obtenir de bons résultats à la classe supérieure (sur la base d'une évaluation des résultats et des contributions)	<ul style="list-style-type: none"> Compétences avérées (aptitude aux fonctions d'encadrement pour les membres du personnel de la classe G-6); autres compétences mentionnées (si tel est le cas) dans le cadre de compétences). 	(10)	2	20
	<ul style="list-style-type: none"> Nombre de mouvements fonctionnels entre unités pour le personnel en poste au Siège ou dans des unités hors Siège de taille appréciable (un point par mouvement). 	(10)	2	20
4. Mobilité fonctionnelle	Ce facteur ne s'applique pas aux petites unités hors Siège comptant moins de 20 postes du cadre de service et de bureau. Pour ces unités, seuls trois facteurs (1 à 3) sont utilisés pour calculer les points.			
Total points: 100				

**Tableau (5-11) Promotion au mérite – Administrateurs nationaux
(NO-A à NO-D, y compris NO-E, s'il y a lieu) hors Siège**

Facteur	Éléments d'appréciation	Points	Coefficient de pondération	Total
1. Réalisations importantes bénéfiques pour l'Organisation	<ul style="list-style-type: none"> Faits déterminants, exemples concrets d'améliorations apportées aux activités de programme/services d'appui de l'UNESCO. 	(10)	4	40
2. Performances constamment exceptionnelles pendant au moins quatre ans	<ul style="list-style-type: none"> Rapports d'évaluation des performances pendant quatre ans. Autres (notes d'appréciation etc.) 	(10)	2	20
3. Aptitude avérée ou potentielle à obtenir de bons résultats à la classe supérieure (sur la base d'une évaluation des résultats et des contributions)	<ul style="list-style-type: none"> Compétences avérées (aptitude aux fonctions d'encadrement pour le personnel NO-C et autres compétences mentionnées (si tel est le cas) dans le cadre de compétences) 	(10)	2	20
	<ul style="list-style-type: none"> Mouvements/affectations temporaires à une autre unité. 			
4. Mobilité	<ul style="list-style-type: none"> Ce facteur ne s'applique qu'aux unités hors Siège où le nombre et le profil des postes NPO s'y prêtent. 	(10)	1	10
Total points: 90				

Recommandations

38. Les recommandations en vue de promotions au mérite sont intégrées au processus d'évaluation des performances. Le supérieur hiérarchique (superviseur) direct soumet une recommandation de promotion au mérite au moment où il établit le rapport d'évaluation biennal. Ces recommandations doivent être entérinées par les directeurs concernés. Les recommandations de promotion au mérite sont formulées sur un formulaire distinct, joint au rapport d'évaluation des performances du membre du personnel concerné et sont transmises à titre confidentiel au panel de réexamen sous couvert de l'ADG, du directeur de bureau ou du directeur/chef d'unité hors Siège concerné.

Procédure d'examen

39. Les panels de réexamen (chargés de revoir les rapports d'évaluation des performances des membres du personnel de chaque secteur, bureau et unité hors Siège), lorsqu'ils procèdent à cet examen, examinent également les recommandations en vue de promotions au mérite. Chaque panel indique, en particulier, s'il appuie ou non lesdites recommandations, compte tenu des critères établis pour les promotions au mérite. Dans les deux cas, ils adjoignent des observations à leurs recommandations.
40. L'ADG/directeur de bureau est chargé d'entériner les recommandations de promotion au mérite après leur examen par les panels de réexamen.

Procédure d'examen hors Siège

41. Pour les attachés d'administration hors Siège, les recommandations de promotion au mérite, élaborées selon les critères établis, sont soumises au Directeur de la Division de l'appui et de la coordination hors Siège (FSC), qui organise le panel de réexamen.
42. Pour le personnel local hors Siège, les recommandations de promotion au mérite approuvées par le directeur/chef d'unité hors Siège sont transmises au Directeur de la Division de l'appui et de la coordination hors Siège (FSC).
43. Le Directeur de FSC est chargé d'entériner les recommandations de promotion au mérite du personnel local hors Siège et des attachés d'administration hors Siège.

Panel de promotion

44. Le Directeur général établit un panel de promotion, présidé par le Directeur général adjoint. Le panel est composé de cinq membres du personnel, dont deux directeurs/chefs d'unité hors Siège, désignés par le Directeur général, et d'un représentant de chacune des associations du personnel, ayant qualité d'observateur. HRM assure le secrétariat. En cas de partage égal des voix, le président a voix prépondérante. Toutes les délibérations du panel sont confidentielles.
45. Le panel de promotion examine les recommandations entérinées par les ADG/directeurs de bureau/Directeur de FSC et attribue des points à chaque membre du personnel recommandé sur la base du barème de points décrit aux paragraphes 36-37. Le panel veille également à la cohérence de l'application du système de points dans l'ensemble de l'Organisation. Il établit une liste des membres du personnel ayant obtenu les meilleures notes dans chaque catégorie et la soumet au Directeur général pour décision.

Approbation finale et communication de la décision

46. Le Directeur général approuve l'attribution des promotions au mérite.

47. Le membre du personnel est promu à titre personnel à la classe immédiatement supérieure. L'échelon de la classe à laquelle il est promu est déterminé conformément à la [Disposition 104.13 \(b\) \(i\)](#) du Règlement du personnel. Les promotions prennent effet à la date fixée par le Directeur général. Il n'y a pas rétroactivité au-delà de l'exercice biennal au cours duquel elles sont accordées.
48. Le Directeur de HRM notifie la décision de promotion au membre du personnel concerné. Le nom des membres du personnel promus fait l'objet d'une communication sur l'Intranet.
49. La candidature des membres du personnel ayant bénéficié d'une promotion au mérite qui postulent ultérieurement à un poste de la classe où ils ont été placés à titre personnel est examinée en priorité, à compétence égale, dans le processus de recrutement.

Statut du Personnel

1. [Article 4.2](#)

Règlement du Personnel

1. [Disposition 102.2 - Compatibilité des fonctions avec les normes de classement](#)
2. [Disposition 103.4 - Augmentation de traitement](#)
3. [Disposition 104.13 - Promotion](#)

Formulaires

1. [Form HR 5-4 - Recommendation for Merit based Promotion](#)

Appendices

1. [Appendice RH 1 B - Tableau de délégation de pouvoirs et d'obligation redditionnelle - EN COURS DE REVISION](#)

Point RH 5.9. Promotion

- A. Définitions
- B. Principes généraux
- C. Mutation à l'intérieur d'une même classe
- D. Mutation à un poste de classe inférieure

A. Définitions

1. On entend par mutation l'affectation d'un membre du personnel à un autre poste au sein de l'Organisation.
2. La mutation à l'intérieur d'une même classe est l'affectation d'un membre du personnel à un autre poste de classe égale au sein de l'Organisation.
3. La mutation à un poste de classe inférieure est l'affectation d'un membre du personnel à un poste de classe moins élevée au sein de l'Organisation.

B. Principes généraux

4. Les membres du personnel sont soumis à l'autorité du Directeur général qui peut leur assigner, en tenant dûment compte de leurs titres et aptitudes et de leur expérience, l'un quelconque des postes de l'Organisation.

C. Mutation à l'intérieur d'une même classe

5. La mutation à l'intérieur d'une même classe se fait par :
 - (a) nomination d'un membre du personnel à un poste vacant de même classe que celle à laquelle il se trouve à l'issue d'un processus de recrutement concurrentiel. En pareil cas, les règles et procédures applicables au processus de recrutement s'appliquent. Pour des renseignements concernant la procédure de recrutement :
 - (i) à des postes internationaux du cadre organique et de rang supérieur, voir le [Point 5.3](#) du Manuel RH ;
 - (ii) à des postes d'administrateur national, voir le [Point 5.5](#) du Manuel RH ;
 - (iii) à des postes du cadre de service et de bureau au Siège, voir le [Point 5.6](#) du Manuel RH ;
 - (iv) à des postes du cadre de service et de bureau hors Siège, voir le [Point 5.7](#) du Manuel RH ;
 - (b) nomination d'un membre du personnel à un poste vacant qui n'a pas été ouvert au recrutement.

Mutation à l'intérieur d'une même classe sans qu'un poste soit ouvert au recrutement

6. Une mutation à l'intérieur d'une même classe peut avoir lieu au sein d'un secteur/bureau/unité hors Siège ou à l'intérieur de l'Organisation sans qu'un poste soit ouvert au recrutement. Toutefois, dans la mesure du possible, un avis de vacance de poste doit être publié même en cas de mutation à l'intérieur d'une même classe.

7. Avant toute décision de mutation, il convient de consulter le membre du personnel concerné ainsi que son/ses supérieur(s). Lorsque cela est nécessaire, le directeur du bureau régional est consulté en ce qui concerne les mutations à l'intérieur d'une même classe des membres du personnel du cadre organique et de rang supérieur. Dans le cas du Secteur de l'éducation, le directeur du bureau régional est consulté sur les mutations à l'intérieur d'une même classe des membres du personnel du cadre organique et de rang supérieur dans les unités hors Siège qui relèvent du bureau régional.
8. HRM est consulté en cas de mutation entre lieux d'affectation distincts (voir le [Point 5.11](#) du Manuel RH – Mobilité géographique).
9. Le pouvoir de décision concernant les mutations à l'intérieur d'une même classe appartient :
 - (a) au Directeur général pour les membres du personnel du cadre organique et de rang supérieur, sur recommandation de l'ADG/directeur de bureau/office/unité hors Siège concerné ;
 - (b) pour le personnel du cadre de service et de bureau au Siège
 - (i) au sein d'un même secteur/bureau – à l'ADG/directeur concerné ;
 - (ii) entre secteurs/bureaux – conjointement aux ADG et directeurs des bureaux concernés, en consultation avec HRM.
 - (c) Pour le personnel du cadre de service et de bureau et les administrateurs nationaux au sein d'une unité hors Siège, au directeur/chef d'unité hors Siège.

Procédure

10. Pour les mutations à l'intérieur d'une même classe au sein d'un même secteur/bureau/unité hors Siège, l'AO concerné soumet la Demande en vue d'un mouvement de personnel ([Formulaire HR 5-3](#)) à HRM/SES.
11. Pour les mutations à un poste de classe égale dans un autre secteur/bureau/unité hors Siège, l'AO du service qui accueillera l'intéressé établit la Demande en vue d'un mouvement de personnel ([Formulaire HR 5-3](#)) et en adresse copie à l'AO du service d'origine ainsi qu'à HRM/SES.
12. HRM/SES établit et envoie une lettre de mutation au membre du personnel concerné pour l'informer de la décision de mutation. HRM/SES adresse également un Avis de mouvement de personnel au membre du personnel ainsi qu'à l'AO de son nouveau service et à BFM.

Date de prise d'effet de la mutation à l'intérieur d'une même classe

13. La mutation prend effet à compter de la date à laquelle le membre du personnel assume les fonctions du poste auquel il a été muté. En cas de mutation dans un autre lieu d'affectation, la date de prise d'effet de la mutation est celle à laquelle le membre du personnel entreprend le voyage en vue de rejoindre son nouveau lieu d'affectation. La lettre d'engagement et l'Avis de mouvement de personnel indiquent la date de prise d'effet de la mutation.
14. Lorsqu'un membre du personnel du cadre organique ou de rang supérieur est muté dans une autre unité administrative au Siège, il doit être en mesure de rejoindre sa nouvelle unité dans les 20 jours ouvrables qui suivent la décision officielle concernant sa mutation. Ce délai peut être prolongé d'un commun accord entre les unités concernées.

15. Lorsqu'un membre du personnel du cadre de service et de bureau est muté dans une autre unité administrative au Siège, il doit être en mesure de rejoindre sa nouvelle unité dans les 10 jours ouvrables qui suivent la décision officielle concernant sa mutation. Ce délai peut être prolongé d'un commun accord entre les unités concernées.
16. Lorsqu'un membre du personnel est muté d'un lieu d'affectation à un autre, HRM/SES consulte le membre du personnel et l'unité hors Siège concernés afin de fixer la date de prise d'effet de la mutation.

D. Mutation à un poste de classe inférieure

17. Les nécessités du service peuvent imposer des suppressions de postes, des réductions d'effectifs ou des déclassements de postes susceptibles d'entraîner la réaffectation de membres du personnel à des postes de classe inférieure. La [Disposition 104.14](#) du Règlement du personnel ne régit pas les rétrogradations par mutation infligées, à titre de mesure disciplinaire, aux membres du personnel dont la conduite ne donne pas satisfaction en vertu de la [Disposition 110.1](#) (a) du Règlement du personnel.
18. Lorsqu'il est proposé de muter un membre du personnel à un poste de classe inférieure, l'intéressé peut préférer que son engagement soit résilié ; il reçoit alors un préavis de durée égale à celui qui est prévu en cas de résiliation d'engagement.
19. Si l'intéressé préfère la résiliation de son engagement, il est traité à tous égards comme s'il avait été mis fin à son engagement en vertu des dispositions du Statut et Règlement du personnel.
20. Si l'intéressé accepte d'être muté à un poste de classe inférieure, il est placé dans sa nouvelle classe à l'échelon immédiatement supérieur au niveau du traitement avant la mutation. Cependant, si l'ancien traitement était supérieur au traitement correspondant au dernier échelon de sa nouvelle classe, le montant de sa rémunération sera maintenu par l'octroi d'une indemnité transitoire, représentant la différence entre ces deux rémunérations.
21. Lorsqu'un membre du personnel est muté à un poste de classe inférieure en raison de la suppression de son poste, les dispositions du paragraphe 20 ci-dessus ne lui sont applicables qu'à compter de la date effective de cette suppression.

Détermination de l'échelon initial après mutation à un poste de classe inférieure

Pour des renseignements concernant la détermination de l'échelon initial après mutation à un poste de classe inférieure, se reporter au [Point 4.6](#) du Manuel RH, paragraphe 40.

Statut du Personnel

1. [Article 1.2](#)

Règlement du Personnel

1. [Disposition 104.12 - Mutation](#)
2. [Disposition 104.14 - Mutation à un poste de classe inférieure](#)
3. [Disposition 110.1 - Mesures disciplinaires](#)

Formulaires

1. [Form HR 5-3 - Demande en vue d'un mouvement de personnel](#)

Point RH 5.10. Mobilité géographique

- A. Définition
- B. Cadre juridique
- C. Champ d'application
- D. Objectifs
- E. Principes fondamentaux
- F. Mise en œuvre
- G. Mesures d'accompagnement

A. Définition

1. La mobilité géographique désigne la réaffectation de membres du personnel international du cadre organique et de rang supérieur (P/D) d'un lieu d'affectation à un autre.

B. Cadre juridique

2. L'article 1.2 du Règlement du personnel constitue le fondement juridique de la mobilité géographique à :

« Les membres du personnel sont soumis à l'autorité du Directeur général qui peut leur assigner, en tenant dûment compte de leurs titres et aptitudes et de leur expérience, l'un quelconque des postes de l'Organisation. Ils sont responsables envers lui dans l'exercice de leurs fonctions. »

3. Lorsqu'ils acceptent un engagement au sein de l'Organisation, les membres du personnel international du cadre organique et de rang supérieur acceptent de servir l'Organisation quel que soit le poste auquel ils sont affectés au Siège ou hors Siège.

C. Champ d'application

4. La mobilité géographique s'applique à tous les membres du personnel du cadre organique et de rang supérieur (P/D) recrutés sur le plan international au titre d'engagements de durée définie, y compris le personnel des instituts et centres de l'UNESCO de catégorie 1, quelle que soit la source de financement du poste dont ils sont titulaires.
5. La mobilité géographique ne s'applique pas aux :
 - a) membres du personnel engagés pour occuper des postes « non soumis à la mobilité géographique » ;
 - b) administrateurs auxiliaires - jeunes professionnels (JPO) ;
 - c) membres du personnel détachés auprès de l'Organisation ;
 - d) membres du personnel engagés au titre d'un projet ou à titre temporaire ;
 - e) membres du personnel qui sont à trois ans de la retraite, sauf s'ils sont en poste dans des lieux d'affectation de catégorie C, D et E ou des lieux d'affectation soumis à des restrictions particulières concernant les familles.

D. Objectifs

6. La mobilité géographique a trois objectifs :
- a) répondre efficacement aux besoins opérationnels et aux priorités de l'Organisation en lui permettant d'affecter les membres du personnel du cadre organique et de rang supérieur ayant les compétences, aptitudes et qualifications appropriées dans tous les lieux d'affectation en fonction des besoins ;
 - b) offrir aux membres du personnel d'intéressantes possibilités qui contribuent à leur développement de carrière et à leur épanouissement professionnel ;
 - c) faire en sorte que l'UNESCO soit dotée d'un effectif mobile, polyvalent et flexible, ayant une expérience des opérations au Siège et hors Siège.

E. Principes fondamentaux

7. Les principes sur lesquels repose la mobilité géographique à l'UNESCO sont les suivants :
- (a) la mobilité géographique dictée par les besoins opérationnels et les priorités organisationnelles, c'est-à-dire la nécessité d'assurer une exécution efficace des programmes de l'UNESCO ;
 - (b) la mobilité géographique est obligatoire et applicable aux membres du personnel du cadre organique et de rang supérieur recrutés sur le plan international au titre d'engagements de durée définie ;
 - (c) la mobilité du personnel est un élément important de la stratégie de l'Organisation en matière de ressources humaines, y compris la planification de ces dernières, il fait partie intégrante de l'évolution de la carrière de chaque membre du personnel ;
 - (d) il est dûment tenu compte des préférences exprimées par les membres du personnel en matière d'affectation ainsi que de leur situation personnelle et familiale ;
 - (e) dans le cadre du programme de mobilité géographique, l'expérience acquise hors Siège doit être un critère important pour la promotion des membres du personnel international du cadre organique et de rang supérieur. Pour les postes P-4, la préférence sera donnée aux fonctionnaires ayant été affectés au moins une fois hors Siège. Pour les promotions aux postes P-5 et de rang supérieur, la flexibilité et la mobilité illustrées par des affectations dans différents lieux d'affectation et/ou Secteurs/Bureaux/Instituts seront considérés comme un atout.

F. Mise en œuvre

Durée d'affectation

8. L'examen relatif à la mobilité géographique est guidé par la durée normale d'affectation (DNA) définie pour chaque lieu d'affectation, qui correspond normalement à une période continue pendant laquelle les membres du personnel devraient rester au même lieu d'affectation. Les DNA varient en fonction des conditions de vie et de travail au lieu d'affectation, et s'appuient sur le classement des lieux d'affectation établi par la Commission de la fonction publique internationale (CFPI) ([United Nations International Civil Service Commission \(ICSC\)](#)).
9. La durée normale d'affectation est la suivante :

- (a) deux ans dans les lieux d'affectation difficiles (D et E) et les lieux d'affectation soumis à des restrictions particulières concernant les familles ;
 - (b) quatre ans dans les lieux d'affectation classés C ;
 - (c) cinq ans dans les lieux d'affectation classés A, B et H ;
 - (d) six ans au Siège.
10. La réaffectation hors Siège de membres du personnel des classes P-1/P-2, y compris de jeunes professionnels, initialement engagés au Siège, est envisagée après trois ans d'activité au Siège au niveau P-1/P-2.
11. Si le classement d'un lieu d'affectation change, la durée normale d'affectation est redéfinie conformément au nouveau classement établi par la CFPI.
12. En cas de changement de poste ou de domaine fonctionnel dans le même lieu d'affectation, la DNA du membre du personnel est prolongée d'une durée égale à la moitié de la DNA du lieu d'affectation.
13. Lorsqu'un membre du personnel du cadre de service et de bureau est nommé à un poste international du cadre organique, la date de début de la DNA est la date à laquelle il/elle a été nommé(e) à ce poste.

Postes non soumis à la mobilité géographique

14. Certains postes, pour lesquels il n'est pas possible d'appliquer le principe de la mobilité géographique en raison du caractère technique ou spécialisé des fonctions qu'ils impliquent ou en raison du nombre limité de postes hors Siège, seront désignés comme « non soumis à la mobilité géographique ».
15. HRM, en consultation avec les Secteurs/Bureaux/Bureaux hors Siège/Instituts, établira la liste des postes qui ne sont pas soumis à la mobilité géographique. Cette liste sera approuvée par le Directeur général et publiée tous les quatre ans. Lors de l'établissement de la liste de postes non soumis à la mobilité géographique, les critères ci-après seront pris en considération : (a) les tâches et qualifications requises pour le poste ont un caractère technique et hautement spécialisé ; (b) des postes analogues, s'il en existe, se trouvent dans le même lieu d'affectation, si bien que la mobilité géographique n'est pas praticable.

Reports et dérogations

16. Dans certaines circonstances, des membres du personnel peuvent voir leur réaffectation reportée pour une durée déterminée qui ne dépasse normalement pas deux ans. Les demandes de report ou de dérogation reposant sur des motifs d'ordre médical ou personnel/familial, liées au membre du personnel et/ou aux personnes à sa charge, doivent être soumises par écrit au Directeur général par l'intermédiaire de DIR/HRM.
17. DIR/HRM peut demander du Médecin-chef de l'Organisation d'examiner et d'évaluer les contraintes particulières. Lorsqu'il examine les demandes, le Médecin-chef donne également son avis sur les lieux d'affectation où un membre du personnel peut être réaffecté.
18. Les ADG des Secteurs/Directeurs de Bureaux/Bureaux hors Siège/Instituts peuvent demander le report d'une réaffectation lorsque la mobilité d'un membre du personnel au cours de l'exercice biennal suivant risque de nuire à l'exécution du programme. Un report doit être pleinement justifié et ne doit pas dépasser deux ans.

19. Le Directeur général approuve ou rejette la demande de report de la mobilité géographique ou de dérogation à cette dernière. Si la demande est approuvée, la réaffectation du membre du personnel concerné est reportée et son poste n'est pas affiché avant l'exercice de mobilité suivant. HRM informe les membres du personnel dont la demande de report/dérogation a été approuvée.

Exercice de mobilité (voir [Appendice RH 5 J Partie I](#))

20. Lors de chaque exercice biennal sera organisé un exercice de mobilité, mis en œuvre en cinq étapes :

(a) Phase de planification

21. À chaque exercice biennal, les Secteurs/Bureaux/Instituts établissent des prévisions concernant la mobilité géographique pour l'exercice biennal suivant en collaboration avec HRM. Les ADG des Secteurs/Directeurs des bureaux veillent à ce que les Directeurs/Chefs de bureaux hors Siège soient consultés lors du processus.

22. Les prévisions relatives à la mobilité géographique se fondent sur :

- a) les vacances de postes présentes et à venir :
 - les nouveaux postes établis dans le C/5 pour l'exercice biennal suivant ;
 - les postes vacants (c'est-à-dire pas encore ouverts au recrutement) ;
 - les postes qui vont devenir vacants en raison d'un départ à la retraite dans les 12 à 24 mois suivants (tous les postes P/D et postes de Directeurs/Chefs de bureaux hors Siège) ;
- b) les membres du personnel appelés à changer d'affectation (c'est-à-dire les membres du personnel qui sont arrivés au terme de leur DNA).

23. Selon les besoins opérationnels et les priorités organisationnelles, chaque Secteur/Bureau/Bureau hors Siège/Institut étudie ses besoins en personnel en se basant sur les compétences et capacités requises pour l'exécution du programme.

24. HRM informe tous les fonctionnaires arrivés au terme de leur DNA, y compris les membres du personnel dont la demande de report/dérogation a été refusée, du démarrage de l'exercice de mobilité géographique.

(b) Affichage des possibilités de mobilité

25. HRM publie une liste des postes devant être inclus dans l'exercice de mobilité qui ont été identifiés lors de la phase de planification. Pour les besoins de cette politique, la liste des postes est diffusée en interne pendant un mois tous les deux ans.

26. La description de chaque poste comprend les principales responsabilités, aptitudes/compétences liées à l'emploi, les exigences linguistiques ainsi que la classification du lieu d'affectation.

27. Il est demandé aux membres du personnel de présenter ou actualiser leur CV/profil et d'indiquer leurs préférences pour cinq postes maximum de la classe qui est la leur. Les membres du personnel peuvent indiquer en guise de préférences un poste au même lieu d'affectation ainsi que le poste qu'ils occupent.

28. Lorsqu'ils établissent ou actualisent leur CV/profil ou manifestent leur intérêt pour des postes affichés, les membres du personnel peuvent indiquer s'ils souhaitent que l'Organisation tienne compte de circonstances particulières les concernant pour décider de leur réaffectation.

(c) Exercice d'examen

29. A la clôture de l'affichage, HRM fournit aux ADG des secteurs et aux Directeurs des Bureaux/Instituts les informations ci-après :
- la liste des membres du personnel qui ont manifesté leur intérêt pour des postes dans le Secteur/Bureau/Bureau hors Siège/Institut concerné ;
 - les CV/profils actualisés comme fournis par les membres du personnel.
30. Des sessions d'examen ont lieu dans chaque Secteur/Bureau/Institut. Elles sont présidées par l'ADG/Directeur correspondant et le Chef du bureau exécutif (ou autre fonctionnaire de cadre supérieur désigné) ainsi qu'un représentant de HRM y participent. Les profils des fonctionnaires sont comparés aux postes conformément aux critères établis (aptitudes/compétences liées au poste, compétences linguistiques, ancienneté, antécédents en matière de mobilité).
31. Les membres du personnel qui sont parvenus au terme de leur DNA et qui n'ont exprimé d'intérêt pour aucun poste font l'objet de l'examen de mobilité.
32. En fonction des besoins en compétences et des besoins opérationnels de l'Organisation, un membre du personnel peut être envisagé pour un poste pour lequel il/elle n'a pas manifesté d'intérêt.
33. La mobilité de membres du personnel qui n'ont pas atteint le terme de leur DNA mais qui ont manifesté leur intérêt pour un ou des postes affichés est envisagée si aucun membre du personnel qualifié appelé à changer de lieu d'affectation n'a pu être choisi.
34. Le fait que des fonctionnaires soient en poste dans des lieux d'affectation classés D, E ou soumis à des restrictions particulières concernant les familles est pris en considération pour leur réaffectation dans des lieux d'affectation classés H, A, B ou C.
35. Les ADG des Secteurs et Directeurs des Bureaux/Instituts veillent à ce que les responsables, y compris les Directeurs/Chefs de bureaux hors Siège, selon le cas, qui accueillent des membres du personnel mutés soient dûment consultés au sujet des propositions d'affectation.
36. En l'absence de poste approprié correspondant, l'ADG du Secteur et le Directeur du Bureau/de l'Institut peuvent recommander que le membre du personnel concerné soit maintenu au poste qu'il occupe.
37. Les ADG des Secteurs et Directeurs des Bureaux/Instituts soumettent des propositions de réaffectation ou de maintien en poste au Panel d'examen de la mobilité.

(d) Panel d'examen de la mobilité

38. Il y aura deux Panels d'examen de la mobilité :
- (a) le Panel d'examen de la mobilité des fonctionnaires de haut rang ;
 - (b) le Panel d'examen de la mobilité.

Panel d'examen de la mobilité des fonctionnaires de haut rang

39. Le Panel d'examen de la mobilité des fonctionnaires de haut rang fait des recommandations au Directeur général quant à la réaffectation ou au maintien en poste des membres du personnel occupant des postes de classe P-5 et de Directeur au Siège et Directeur/Chef de bureaux hors Siège.

40. Le Panel d'examen de la mobilité des fonctionnaires de haut rang est composé de sept membres, à savoir DIR/ODG, DIR/HRM, trois ADG, dont deux ADG de secteurs de programme et un ADG des services liés au programme/services internes, deux directeurs hors Siège de niveau D-2, et est présidé par le DDG. HRM fait fonction de secrétariat du Panel d'examen de la mobilité des fonctionnaires de haut rang.
41. HRM convoque le Panel d'examen de la mobilité des fonctionnaires de haut rang et est chargé de préparer et de diffuser l'ordre du jour de la réunion ainsi que la documentation y afférente (c'est-à-dire les listes et descriptions des postes affichés, la liste des membres du personnel appelés à changer de lieu d'affectation, la liste des membres du personnel dont les demandes de report/dérogation ont été approuvées ou rejetées ; les propositions de réaffectation ou de maintien à un poste ; et les CV/profils, fournis par les membres du personnel).
42. Le Panel d'examen de la mobilité des fonctionnaires de haut rang examine les propositions présentées par les Secteurs/Bureaux/Instituts. À compétences égales, sont examinées en priorité les candidatures des membres du personnel appelés à changer de lieu d'affectation, puis celles des fonctionnaires qui ont manifesté leur intérêt pour des postes affichés mais qui n'ont pas atteint le terme de leur DNA. La catégorie à laquelle appartient le lieu d'affectation où se trouve le membre du personnel et celle de son précédent lieu d'affectation sont également pris en compte afin d'assurer un équilibre entre les affectations successives.
43. Les recommandations du Panel sont signées par le Président et par les membres de celui-ci et transmises au Directeur général.

Panel d'examen de la mobilité

44. Le Panel d'examen de la mobilité fait des recommandations au Directeur général quant à la réaffectation ou au maintien en poste des membres du personnel occupant des postes des classes P-1 à P-4.
45. Le Panel d'examen de la mobilité est composé de six membres des niveaux P-5 à D-1 et présidé par DIR/HRM. Chaque membre du Panel a deux suppléants. Deux membres sont choisis parmi le personnel des secteurs de programme, les deux autres parmi le personnel des services liés au programme/services internes et deux sont des Directeurs/Chefs du bureau hors Siège. HRM fait fonction de secrétariat du Panel d'examen de la mobilité. Un représentant des associations du personnel participe aux réunions en qualité d'observateur.
46. Les membres du Panel d'examen de la mobilité et leurs deux suppléants sont nommés par le Directeur général pour une période de quatre ans, après consultation avec les associations du personnel. En l'absence de l'un ou de plusieurs des membres, DIR/HRM nomme des suppléants en les choisissant sur la liste des suppléants.
47. HRM convoque le Panel d'examen de la mobilité et est chargé d'établir et de diffuser l'ordre du jour de la réunion ainsi que la documentation y afférente (c'est-à-dire les listes de postes affichés et leurs descriptions) ; la liste des membres du personnel qui sont appelés à changer de lieu d'affectation ; la liste des membres du personnel dont les demandes de report/dérogation ont été approuvées ou rejetées ; les propositions de réaffectation ou de maintien en poste ; et les CV/profils fournis par les membres du personnel.
48. Le Panel d'examen de la mobilité examine les propositions soumises par les Secteurs/Bureaux/Instituts. À compétences égales, sont examinés en priorité les candidatures des membres du personnel qui sont appelés à changer de lieu d'affectation, puis celles des membres du personnel qui ont manifesté leur intérêt pour des postes affichés mais n'ont pas atteint le terme de leur DNA. La catégorie à laquelle appartient le lieu d'affectation où se trouve le membre du personnel et celle de son précédent lieu d'affectation sont également pris en compte afin d'assurer un équilibre entre les affectations successives.

49. Les recommandations du Panel sont signées par le Président et par les membres de celui-ci, et transmises au Directeur général. Les représentants des associations du personnel peuvent faire des observations écrites relatives aux recommandations formulées par le Panel d'examen de la mobilité.

(e) Décision de réaffectation

50. Le Directeur général statue en dernier ressort sur les recommandations formulées par les Panels d'examen de la mobilité.
51. HRM notifie les ADG des Secteurs, les Directeurs de Bureaux/Instituts, les Directeurs/Chefs de bureaux hors Siège et les membres du personnel concernés de la décision du Directeur général.

Vacances de poste pendant l'exercice biennal

52. Les postes qui deviennent vacants entre deux exercices de mobilité géographique sont pourvus selon les procédures établies de recrutement et/ou de mutation.

Rôles et responsabilités

53. Les membres du personnel doivent :
- (a) se conformer à la politique de mobilité géographique ;
 - (b) soumettre ou actualiser leur CV/profil ;
 - (c) indiquer par ordre de préférence les postes pour d'autres réaffectations.
54. Le Bureau de la gestion des ressources humaines doit :
- (a) assurer la bonne mise en œuvre de la politique de mobilité géographique, en étroite collaboration avec les Secteurs/Bureaux/Bureaux hors Siège/Instituts ;
 - (b) établir la liste des postes « non soumis à la mobilité géographique », en étroite collaboration avec les Secteurs/Bureaux/Bureaux hors Siège/Instituts, la soumettre à l'approbation du Directeur général et en assurer la publication tous les quatre ans ;
 - (c) notifier le lancement de l'exercice de mobilité géographique à tous les membres du personnel concernés ;
 - (d) afficher pendant un mois la liste des postes offrant des possibilités de mobilité ;
 - (e) communiquer aux ADG des Secteurs et aux Directeurs des Bureaux/Instituts la liste des membres du personnel ayant manifesté leur intérêt des postes, ainsi que leurs profils ;
 - (f) participer aux examens menés au sein des Secteurs/Bureaux/Instituts pour établir la concordance entre les postes et les profils ;
 - (g) convoquer les Panels d'examen de la mobilité ; établir et distribuer l'ordre du jour de la réunion, ainsi que la documentation correspondante ;
 - (h) avertir les ADG des Secteurs, les Directeurs des Bureaux/Bureaux hors Siège/Instituts et tous les membres du personnel concernés des décisions du Directeur général concernant les réaffectations ;
 - (i) suivre la mise en œuvre de la politique de mobilité géographique ;

- (j) présenter au Directeur général, en temps voulu, un rapport sur la mise en œuvre de la politique de mobilité géographique ;
- (k) mettre au point des mesures d'accompagnement pour les membres du personnel et leur famille afin de faciliter la mobilité.

55. Les Secteurs/Bureaux/Instituts doivent :

- (a) assurer la bonne mise en œuvre de la politique de mobilité géographique, en étroite collaboration avec HRM ;
- (b) établir des prévisions concernant la mobilité géographique pour l'exercice biennal suivant, en collaboration avec HRM ;
- (c) demander, si nécessaire, un report pour les membres du personnel dont la mobilité pendant l'exercice biennal suivant nuirait à l'exécution du programme ;
- (d) procéder à l'examen des profils des membres du personnel afin d'établir des correspondances avec les postes, selon les critères établis ;
- (e) veiller à ce que les responsables des unités d'affectation soient dûment consultés au sujet des personnes dont le profil est compatible avec les postes placés sous leur supervision ;
- (f) soumettre aux Panels d'examen de la mobilité des propositions concernant la réaffectation ou le maintien en poste de membres du personnel.

56. Les Panels d'examen de la mobilité doivent :

- (a) examiner les propositions présentées par les Secteurs/Bureaux/Instituts concernant la réaffectation ou le maintien en poste de membres du personnel ;
- (b) adresser des recommandations au Directeur général.

G. Mesures d'accompagnement

Mesures financières

57. Les membres du personnel ont droit à des incitations financières au titre de l'indemnité de mobilité et de difficulté des conditions de vie et de travail mise en place dans le cadre du régime commun des Nations Unies. L'objectif est d'encourager la mobilité du personnel entre lieux d'affectation et de compenser les conditions de vie et de travail difficiles que les membres du personnel peuvent rencontrer dans certains endroits. Dans le cadre de ce dispositif, un élément d'incitation à la mobilité et une indemnité de difficulté des conditions de vie et de travail peuvent être versés au personnel sous la forme de sommes forfaitaires. Le montant des allocations dépend de la classe de l'intéressé, ainsi que du degré de difficulté des conditions dans le lieu d'affectation. Le montant de l'élément d'incitation à la mobilité augmente en fonction du nombre d'affectations. Lors de leur affectation, les membres du personnel ont aussi droit à une indemnité d'installation destinée à faciliter leur installation (voir le [Point 4.5 du Manuel RH](#), paragraphes 34 à 55).
58. Les membres du personnel affectés dans certains lieux d'affectation difficiles désignés peuvent prétendre à d'autres éléments d'incitation, tels que l'élément famille non autorisée, le remboursement des frais de pension de leurs enfants en âge d'être scolarisés, ainsi que certains droits au voyage, voyage en liaison avec l'allocation pour frais d'études, voyage au titre du congé de repos et récupération.. Les membres du personnel appelés à travailler dans des lieux où les conditions de travail sont très dangereuses peuvent également prétendre à la prime de danger (voir le [Point 4.5 du Manuel RH](#), paragraphes 190-197).

Se reporter à l'annexe II pour de plus amples informations.

Moment de la réaffectation

59. Suite à l'avis de réaffectation, la date de transfert est fixée d'un commun accord entre les responsables de l'unité d'origine et de l'unité d'affectation, de concert avec le(s) membre(s) du personnel concerné(s). Le transfert doit avoir lieu dans les trois mois qui suivent l'avis. En cas de désaccord, la décision finale revient au Directeur général adjoint.
60. Dans la mesure du possible, la réaffectation dans un autre lieu d'affectation doit être programmée de manière à désorganiser le moins possible le travail et à s'harmoniser avec l'enchaînement aux congés, les exigences du calendrier scolaire ou d'autres impératifs personnels.

Mission de pré-affectation

61. Pour faciliter leur installation initiale, les membres du personnel affectés dans des lieux d'affectation de catégorie D ou E se verront accorder une mission de pré-affectation d'une semaine pour se rendre au nouveau lieu d'affectation avant de s'y installer, afin de s'occuper d'arrangements pratiques (logement, écoles et autres questions familiales).

Programme d'aide à l'emploi des conjoints

62. Afin d'aider les membres du personnel et leur famille, l'UNESCO participe au Programme des Nations Unies sur le développement des carrières des conjoints et la mobilité du personnel. Ce programme coordonne l'action des Associations locales de conjoints d'expatriés (UN/LESA) qui offrent un soutien sur place dans les lieux d'affectation hors Siège et les villes sièges. Les LESA sont des groupes de bénévoles qui aident les conjoints/partenaires à trouver un emploi ou à développer leur carrière en fournissant renseignements, assistance et conseils pour la recherche d'emploi ; ils aident les membres du personnel des Nations Unies et leurs familles à s'installer lors de leur arrivée dans leur nouveau lieu d'affectation et produisent à cet effet des guides pratiques, adaptés à chaque pays (pour plus de renseignements, consultez le site <http://www.unglobalmobility.org>).

Suivi et rapports

63. Le Bureau de la gestion des ressources humaines est chargé d'assurer le suivi de la mise en œuvre de la politique de mobilité géographique.
64. HRM présente chaque année au Directeur général un rapport récapitulatif sur la mise en œuvre de la politique de mobilité géographique.

Statut du Personnel

1. [Article 1.2](#)
2. [Article 4.2](#)

Liens

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

Appendices

1. [Appendice RH 5 J](#)

Point RH 5.11. Mobilité interinstitutions

- A. **Objet**
- B. **Fondement**
- C. **Conditions requises**
- D. **Détachement**
- E. **Prêts**

A. **Objet**

1. La mobilité interinstitutions est importante pour le renforcement de la cohésion ainsi que de l'efficacité des opérations que mène le système des Nations Unies et pour la constitution d'une fonction publique internationale compétente, adaptable, polyvalente et expérimentée.

B. **Fondement juridique**

2. À l'UNESCO, la mobilité interinstitutions est régie par l'Accord concernant la mutation, le détachement ou le prêt de fonctionnaires entre les organisations appliquant le régime commun des Nations Unies en matière de traitements et indemnités, révisé en dernier lieu le 23 juin 2003.
3. Les mutations, les détachements et les prêts de membres du personnel de l'UNESCO à d'autres organisations et de membres du personnel d'autres organisations à l'UNESCO sont régis par les dispositions énoncées dans cet Accord. L'Accord figure dans l'Appendice 5 B du Manuel RH.

C. **Conditions requises**

4. Les membres du personnel titulaires d'un engagement de durée définie ou d'un engagement de durée indéterminée peuvent prétendre à une mutation, un prêt ou un détachement à une autre organisation.

Définitions

Le « **détachement** » est l'affectation d'un membre du personnel d'une organisation à une autre organisation pour une période déterminée, ne dépassant pas normalement deux ans, pendant laquelle l'intéressé est normalement payé par l'organisation d'accueil et soumis – sauf dans les cas où il en est stipulé autrement ci-après – aux dispositions du Statut et Règlement du personnel de l'organisation d'accueil, tout en conservant cependant les droits attachés à l'emploi dans l'organisation d'origine. La période de détachement peut être prolongée d'une nouvelle période déterminée, par accord entre toutes les parties intéressées.

Le « **prêt** » est l'affectation d'un membre du personnel d'une organisation à une autre organisation pour une période limitée, ne dépassant pas normalement un an, pendant laquelle il est placé sous l'autorité administrative de l'organisation d'accueil tout en continuant cependant à être soumis aux dispositions du Statut et Règlement du personnel de l'organisation d'origine.

La « **mutation** » est le mouvement d'un membre du personnel d'une organisation vers une autre organisation, opéré dans des conditions qui ne donnent à l'intéressé aucun droit de retourner à l'organisation d'origine. L'engagement par une organisation d'un ancien membre du personnel d'une autre organisation, après une interruption de service ne dépassant pas douze mois, peut, sous réserve de l'accord des parties intéressées, être considéré comme une mutation.

« **L'organisation d'origine** » est l'organisation qui mute, détache ou prête un membre de son personnel à une autre organisation en vertu de l'Accord.

« **L'organisation d'accueil** » est l'organisation qui accepte un membre du personnel muté, détaché ou prêté par une autre organisation en vertu de l'Accord.

D. Détachement

Durée des détachements de membres du personnel de l'UNESCO

5. La durée du détachement d'un membre du personnel de l'UNESCO titulaire d'un engagement de durée définie ne peut dépasser la date d'expiration de son engagement.
6. Le détachement d'un membre du personnel de l'UNESCO auprès d'une autre organisation dure normalement entre un et deux ans au maximum. Dans des circonstances exceptionnelles, le Directeur général peut, sur recommandation de DIR/HRM, autoriser la prolongation d'un détachement au-delà de deux ans.

Réintégration après détachement

7. Tout membre du personnel qui, à la date de son détachement, est titulaire d'un engagement de durée indéterminée ou d'un engagement de durée définie qui doit arriver à expiration après la fin de son détachement, bénéficie d'une garantie conforme aux dispositions suivantes :
 - (a) si la durée du détachement ne dépasse pas deux ans, l'Organisation garantit normalement au membre du personnel qu'il sera réintégré dans le poste qu'il occupait avant son détachement et à la même classe. Si, en raison de circonstances exceptionnelles, on considère que le poste en question ne doit pas être réservé en vue de cette réintégration, l'Organisation garantit au membre du personnel qu'à l'expiration de son détachement, il sera affecté à un poste de la même classe que celui qu'il occupait avant son détachement ;
 - (b) si la durée du détachement est prolongée au-delà de deux ans, l'Organisation annule toute garantie accordée en vertu des dispositions du paragraphe 7 ci-dessus quant à la réintégration de l'intéressé dans le poste qu'il occupait avant son détachement, et la remplace par la garantie que l'intéressé sera, à l'expiration de son détachement, affecté à un poste de la même classe que celui qu'il occupait avant son détachement ;
 - (c) le membre du personnel intéressé doit faire connaître par écrit à son responsable des ressources humaines, avant l'expiration de son détachement, s'il a l'intention de reprendre son service au sein de l'Organisation et cela au moins :
 - (i) deux mois à l'avance, s'il a été détaché pour six mois au plus ;
 - (ii) trois mois à l'avance, s'il a été détaché pour une durée comprise entre six mois et un an ;
 - (iii) quatre mois à l'avance, s'il a été détaché pour un an ou plus.
8. Lorsqu'un membre du personnel est titulaire d'un engagement de durée définie qui doit arriver à expiration avant ou en même temps que son détachement, l'Organisation ne lui donne aucune garantie de réintégration. Si son engagement expire à la même date que la prolongation de son détachement, toute garantie accordée en vertu des dispositions du paragraphe 7 ci-dessus est annulée.

Prolongation d'un détachement

9. Un membre du personnel qui souhaite prolonger son détachement doit adresser une demande à son responsable des ressources humaines. Ce dernier consulte les supérieurs concernés et formule ses recommandations. Le membre du personnel sera alors averti par HRM :
 - (a) de l'approbation ou non de sa demande de prolongation de son détachement ;

- (b) de la nature de toute garantie qui lui serait accordée quant à sa réintégration à l'expiration du détachement ou, le cas échéant, de l'absence ou de l'annulation de toute garantie de ce genre.

E. Prêts

Durée des prêts de membres du personnel de l'UNESCO

10. La durée du prêt d'un membre du personnel de l'UNESCO titulaire d'un engagement de durée définie ne peut dépasser la date d'expiration de cet engagement.
11. La durée maximale du prêt d'un membre du personnel de l'UNESCO à une autre organisation est d'un an.

Réintégration après un prêt

12. Un membre du personnel qui, à la date du prêt, est titulaire d'un engagement qui doit arriver à expiration après la fin du prêt bénéficie d'une garantie de réintégration dans le poste et à la classe qui étaient les siens avant le prêt.

Procédures

1. [HR Procedure 5-1 - Mutation, détachement et prêt](#)

Appendices

1. [Appendice RH 1 B - Tableau de délégation de pouvoirs et d'obligation redditionnelle - EN COURS DE REVISION](#)
2. [Appendix 5 K - Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances](#)

Mutation, détachement et prêt

Mutation, détachement et prêt de personnel de l'UNESCO à d'autres organisations qui sont parties à l'Accord

Comment en faire la demande ?

- (a) Le membre du personnel concerné soumet, par l'intermédiaire de son supérieur, la demande de mutation, prêt ou détachement à HRM/SES, qui formule des recommandations appropriées à l'intention de l'autorité chargée d'approuver la demande.

Qui approuve ?

- (b) L'approbation des détachements et prêts de membres du personnel de l'UNESCO à d'autres organisations relève :
 - (i) du Directeur général pour les membres du personnel de la classe P-5 et de rang supérieur ;
 - (ii) de DIR/HRM pour les membres du personnel des classes P-1 à P-4 ;
 - (iii) du Directeur adjoint de HRM pour tous les autres membres du personnel.

Liaison avec l'organisation d'accueil

- (c) Le responsable des ressources humaines assure la liaison avec l'organisation d'accueil et lui fournit tous les renseignements administratifs pertinents concernant le membre du personnel, conformément aux dispositions régissant les mutations, les détachements ou les prêts de personnel entre organisations.
- (e) HRM/SES avertit BFM de tous paiements/remboursements qui seraient dus entre l'organisation d'accueil et l'organisation d'origine.

Mutation, détachement et prêt, à l'UNESCO, de personnel d'une autre organisation partie à l'Accord

- (f) Le détachement de personnel d'autres institutions du système des Nations Unies à l'UNESCO s'effectue selon la procédure standard de recrutement.

Liaison avec l'organisation d'origine

- (g) Lorsqu'un candidat a été choisi, le responsable des ressources humaines assure la liaison avec l'organisation d'origine de l'intéressé afin d'obtenir les éléments suivants :
 - (i) confirmation que l'organisation d'origine accepte de relever le membre du personnel concerné des obligations qu'il a envers elle ;
 - (ii) tous renseignements administratifs pertinents concernant le membre du personnel.
- (h) HRM/SES avertit BFM de tous paiements/remboursements qui seraient dus entre l'organisation d'accueil et l'organisation d'origine.

Point RH 5.12. Dispositions propres aux instituts et centres de catégorie I

- A. [Objet et portée](#)
- B. [Principes généraux](#)
- C. [Délégation de pouvoirs](#)
- D. [Répartition géographique et équilibre entre les sexes](#)

A. **Objet et portée**

1. Le présent point du Manuel RH énonce les dispositions spécifiques applicables aux postes dans les instituts et centres de l'UNESCO de catégorie 1 en matière de recrutement, de promotion et de mobilité géographique du personnel.

B. **Principes généraux**

2. La gestion des membres du personnel des instituts et centres de catégorie 1 qui ont le statut de membres du personnel de l'UNESCO doit suivre les politiques de l'UNESCO en matière de ressources humaines, ainsi que les dispositions du Statut et Règlement du personnel, et doit être exercée conformément aux pouvoirs délégués par le Directeur général à chaque directeur d'institut ou de centre de catégorie 1.

C. **Délégation de pouvoirs**

3. La délégation de pouvoirs en matière de ressources humaines s'effectue conformément à l'autonomie financière et budgétaire accordée par les Statuts et autres textes fondamentaux de chaque institut ou centre de catégorie 1, tels qu'approuvés par le Directeur général. Les décisions concrètes des directeurs des instituts et centres de catégorie 1 seront prises conformément aux pouvoirs qui leur sont délégués et après consultation de DIR/HRM et du Directeur général, le cas échéant.
4. Le Statut et Règlement du personnel de l'UNESCO et les politiques de l'Organisation en matière de ressources humaines s'appliquent aux membres du personnel en poste dans les instituts et centres de catégorie 1, sauf disposition contraire énoncée dans les Statuts respectifs des instituts et centres concernés approuvés par la Conférence générale. Le Directeur général a délégué à chaque directeur les pouvoirs de gérer son personnel jusqu'à un certain niveau, comme indiqué ci-après.

Nomination, reconduction de contrat, promotion et cessation de service des membres du personnel en poste dans des instituts et centres de l'UNESCO de catégorie 1

5. Chaque directeur peut prendre des décisions concernant la nomination, la reconduction de contrat, la promotion et la cessation de service de tout le personnel du cadre des services généraux et du personnel du cadre organique des classes P-1 à P-4[1], à l'exception du Directeur de l'Institut de statistique de l'UNESCO (ISU) qui peut également prendre des décisions jusqu'à la classe P-5, dans le plein respect du Statut et Règlement du personnel, des politiques en matière de ressources humaines et des dispositions du Manuel RH en vigueur.
6. Les directeurs d'instituts et centres de catégorie 1 sont également autorisés à approuver la reconduction ou la non reconduction d'engagements pour les membres du personnel jusqu'à la classe P-5, dans le plein respect du Statut et Règlement du personnel, des politiques en matière de ressources humaines et des dispositions du Manuel RH en vigueur.

7. À l'exception des délégations de pouvoirs mentionnées aux paragraphes 5 et 6 ci-dessus, les décisions concernant le personnel de la classe P-5 et les directeurs sont prises par le Directeur général, sur recommandation du directeur de l'institut ou du centre concerné et généralement après consultation avec le directeur de l'organe directeur de l'institut ou du centre et DIR/HRM.

Création et suppression de postes

8. Conformément à l'autonomie financière et budgétaire prévue par le Règlement financier des Comptes spéciaux de chaque institut et centre, le directeur décide de la création ou de la suppression de tout poste de l'institut/centre, dans les limites du budget voté par l'organe directeur. Tout nouveau poste doit s'accompagner d'une description de poste, rédigée sur le formulaire approprié de l'UNESCO, et respecter les normes de classement adoptées par l'Organisation.

Assistance temporaire

9. Les directeurs d'instituts ou centres de catégorie 1 ont toute autonomie concernant le recrutement de surnuméraires, de consultants individuels et de prestataires de services, ou de tout autre personnel ne relevant pas du Statut et Règlement du personnel. Toutefois, les directeurs doivent observer les règles et politiques établies dans le Manuel RH.

D. Répartition géographique et équilibre entre les sexes

10. Les exigences en matière de répartition géographique équitable ne s'appliquent qu'aux membres du personnel du cadre organique des instituts et centres de catégorie 1 recrutés sur le plan international et occupant un poste établi financé au titre du Programme et budget de l'UNESCO.
11. Conformément à la Résolution portant ouverture de crédits pour le Programme et budget (C/5) approuvée par la Conférence générale, les postes des instituts et centres de catégorie 1 financés par des allocations financières accordées par l'Organisation ou par des ressources extrabudgétaires n'entrent pas dans la catégorie des « postes établis » au sens de ladite Résolution. Par conséquent, ces postes ne sont pas soumis aux exigences attachées aux postes inscrits au Programme ordinaire et ne sont pas considérés comme des « postes géographiques ». Toutefois, lorsqu'ils sont appelés à pourvoir des postes vacants, les directeurs d'instituts et centres de catégorie 1 doivent garder à l'esprit la nécessité d'observer une répartition géographique raisonnable et un certain équilibre entre les sexes, ainsi que de prêter attention aux candidatures de ressortissants d'États membres sous-représentés.

[1] P-1 à P-3 dans le cas du Centre international Abdus Salam de physique théorique (CIPT).