At a glance...

Evaluating Applicants

Overview

The Hiring Manager for each job opening, shall assess each application against the applicable evaluation criteria. In doing so, the basis for this evaluation (e.g. application, cover letter, e-PAS, assessment exercise or interview) is indicated. The record should compare the applicant against the evaluation criteria and the job opening, not against one another.

Your responsibility

Your responsibility during the evaluation of applicants is to:

- Evaluate each application against the evaluation criteria
- Mark applicants as ‘not suitable’ if they do not meet the Academic, Language or Experience requirement
- Long list applicants who seemingly meet the basic evaluation criteria requirements
- Short list applicants who seemingly meet the basic evaluation criteria requirements as well as the defined desirable qualifications
- Perform further assessments on short-listed applicants (e.g. specialized test and/or interview)

Things to consider during your review

In evaluating the applicants, you should consider:

1. Applicants who rate unsatisfactory in one of the three areas (Academic, Language, Experience) shall be marked as not suitable
2. Applicants who seemingly meet the basic evaluation criteria should be placed on the long list for further consideration and possible movement to the short list.
3. Applicants who seemingly meet the basic evaluation criteria as well as any defined desirable qualifications as outlined in the job opening (this criteria shall be consistently applied to all applicants) are considered the most promising applicants for the position and should be placed on the short list. Those who do not meet the additional defined desirable qualifications shall remain on the long list for either possible further consideration and potential placement on the short list or as a final disposition.
4. In instances where the preliminary evaluation results in a large number of “short-listed” applicants, the way to reduce the number and get the best qualified applicants is to conduct an assessment to technical/substantive competence.
5. The substantive assessment of applicants for positions involving significant functions in the management of financial, human and physical resources as well as information and communications technology shall also take into account the relevant criteria included in the job opening.
Questions to ask yourself during the evaluation

As you evaluate each applicant, you should ask yourself:

1. What has the applicant done in relevance to their work experience?
   a. Relevance (or similarity):
      • What is their field of work?
      • Do they possess knowledge of a particular geographic region covered by the job?
      • Have they undertaken assignments that correspond to the job?
      • Have they published articles or books related to the job?
   
   b. Work environment:
      • Do they have experience in the public sector and/or the private sector?
      • Do they have experience at the international and/or national level?
      • Do they have field experience or peacekeeping experience?
   
   c. Depth of experience:
      • What is the nature and quality of their experience in their field of work? For example: the number and complexity of reports drafted for the legislative organs, the number and type of missions conducted, etc.
   
   d. Breadth of experience:
      • Is their experience limited to a specialised field of work?
      • Are they multi-skilled and exposed to different fields of work?
   
   e. Accomplishments/Tangible results achieved:
      • Does their application indicate any significant achievement?
      • Do they appear to be a results-oriented person?
   
   f. Progressively responsible experience:
      • Have they been working in the same position for many years?
      • Or have they advanced in terms of responsibility or complexity of the job?
   
   g. Managerial experience:
      • Do they have the required number of years of planning and budgetary as well as supervisory experience?
      • Do they have the required level of managerial responsibility (e.g., junior level management, mid-level management, senior level management, top-level management)?
      • Do they have specific achievements, leadership, negotiation skills etc.?

2. Does the applicant meet the academic requirements of the position?

   a. Relevance (or similarity):
      • Are their academic qualifications in line with the relevant field(s) of study?
      • Do they possess academic credentials that are comparable to those articulated in the job opening?

   Any information visible within the “Higher Education/University degrees” section of the application is purely indicative and shall not be used as an Evaluation Criterion by the hiring manager. The verification of academic degrees will be conducted by OHRM in due course.
b. Breadth of qualifications:
   - Are their academic credentials limited to a specialised field?
   - Are they multi-qualified and/or exposed to different fields of study?

3. Does the applicant possess the required language skills of the position? ("English and French are the working languages of the United Nations Secretariat.")
   a. Fluency:
      - Have they indicated fluency in at least one of the working languages?
      - Do they have fluency in other UN official languages?
      - Are they multi-lingual?
      - Are they fluent in a non-UN official language that is required for the post?
      - Have they indicated UN language proficiency?
Understanding the Long List and Short List Concept

The Hiring Manager will review the list of screened applicants. The Hiring Manager is required to assess all applicants against the evaluation criteria as set out in the job posting. The evaluation should be evidence based with due consideration given to internal staff members of the Secretariat. From this review, the Hiring Manager will develop the following:

1. **Not Suitable**
   A list of not suitable applicants will be created when:
   - Applicants who rate unsatisfactory for any one of the three areas (Academic, Language, Experience) shall be marked as not suitable and no general comments are required.

2. **Long List**
   A long list of applicants will be created when:
   - The applicant(s) seemingly meets the basic evaluation criteria as outlined in the job opening, should be placed on the long list for further consideration and possible movement to the short-list.
   - Applicants who do not meet the additional defined desirable qualifications shall remain on the long list for either possible further consideration and potential placement on the short list or as a final disposition.
   - A rating is required for each of the three areas (Academic, Language, Experience) and a general comment is required ONLY for staff members of the United Nations Secretariat.

3. **Short List**
   A short list of applicants will be created when:
   - The applicant(s) who seemingly meets the basic evaluation criteria as outlined in the job opening, as well as any defined desirable qualification as outlined in the job opening (this criteria shall be consistently applied to all applicants).
   - Applicants who are short listed will undergo further assessments, such as a specialized test and/or interview.
   - A rating is required for each of the three areas (Academic, Language, Experience) and a general comment is required for All applicants.

*NOTE*

You can return to the long list (provided the case has not been submitted to a Central Review body) to select additional applicants for the short list if it was determined that there are not enough applicants on the short list or none of the short listed applicants were recommended.
Navigating through the Job Opening

The illustration below identifies the various areas of the job opening where you can obtain the information you need to conduct your review.

**inspira:**
1) Log into inspira and select Recruiting > Find Job Opening
2) Locate and open the job opening

<table>
<thead>
<tr>
<th><strong>Scores and Test Results</strong></th>
<th>Scores and test results will appear in these columns when you click on the Display Scores and Display Test Results buttons.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Display</strong></td>
<td>Applicants can be filtered by their disposition or the first letter of their family name.</td>
</tr>
<tr>
<td><strong>Appl Type</strong></td>
<td>EXT - application was submitted from an externally registered account. EMP - application was submitted using an account pre-registered and assigned to staff members.</td>
</tr>
<tr>
<td><strong>PHP</strong></td>
<td>Provides a link to the print view of the applicant’s Personal History Profile.</td>
</tr>
<tr>
<td><strong>Group Action</strong></td>
<td>Provides actions that can be performed on multiple applicants.</td>
</tr>
<tr>
<td><strong>Application</strong></td>
<td>Provides a link to the applicant’s application for this Job Opening.</td>
</tr>
<tr>
<td><strong>RM/GX</strong></td>
<td>RM/GX appears when a roster candidate applies to a job opening.</td>
</tr>
<tr>
<td><strong>Disposition</strong></td>
<td>The applicant’s status for this Job Opening.</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>Click on icon to enter or view other relevant information.</td>
</tr>
<tr>
<td><strong>Job Posting</strong></td>
<td>Opens the job posting as published.</td>
</tr>
<tr>
<td><strong>Q Resp.</strong></td>
<td>Allows you to view the applicant’s answers to the screening questions.</td>
</tr>
<tr>
<td><strong>Take Action</strong></td>
<td>Provides actions that can be performed per individual applicants.</td>
</tr>
</tbody>
</table>
Create Preliminary Evaluation

During this review, you will determine whether the applicants released to you meet the stipulated requirements in terms of Academics, Experience and Knowledge of Languages. The evaluation should be evidence based with due consideration given to internal staff members.

**inspira:** 1) Log into inspira and select Recruiting > Find Job Opening
2) Locate and open the job opening.

**Step 1 - Manage Assessments**
In the Take Action column for the corresponding applicant select Manage Assessments, and then click on the Create Preliminary Evaluation link.

**Step 2 - Enter Assessment Rating**
Rate each area (Academic, Experience and Language) as either unsatisfactory, partially satisfactory, satisfactory, or outstanding.

**Step 3 - Overall Rating**
Select an overall rating.

**Step 4 - Recommendation**
Select a recommendation, a rating of unsatisfactory or partially satisfactory in any area will result in a recommendation of Not Suitable.

For applicants who seemingly met the basic evaluation criteria of the position select Long List
For applicants found suitable select Short List

**Step 5 - General Comments**
For not suitable applicants a general comment is not required.
For long listed applicants, a general comment is required for staff members of the United Nations Secretariat only.
For short listed applicants, a general comment about the applicant’s qualifications must be entered.

**Step 6 - Save**
Click on Save, the evaluation will be recorded. You will be able to change the recommendation after you have completed your assessment.
Record the Assessment Test Results

Once you have determined which applicants have been “short-listed” for an assessment, you would conduct that assessment outside of *inspira* and record the results in *inspira*.

*The + Add Test Result link will not be active unless the test was included under Tests in the evaluation criteria when the job opening was initially created.*

**inspira:** 1) Log into *inspira* and select Recruiting>Find Job Opening
2) Locate the job opening and click on the job opening number.

**Step 1 - Manage Applicants**
In the Take Action column for the corresponding applicant, select “Manage Assessments”. This leads to the Assessments page.

**Step 2 - Add Test Result**
Click on the + Add Test Results link and select the test taken by the candidate.

**Step 3 - Enter Test Date**
Select the date the test was administered.

**Step 4 - Enter Test Score**
Enter the score.

**Step 5 - Enter Scale**
Enter the scale.

**Step 6 - Passed Test**
Check this field if the applicant passed the test. Repeat the above steps for each test taken.

**Step 7 - Save Tests**
Click on the Save Tests icon.

**Next Steps**
Repeat the above steps for each applicant convoked to an assessment exercise.
Create an Assessment Record

Applicants who were shortlisted will be invited for a specialized test and/or interview to further evaluate their technical/substantive competence for the position advertised and this evaluation will be fully documented using the assessment record.

*inspira:* 1) Log into inspira, locate and open the job opening. 2) Locate the applicant and in the Take Action column select Manage Assessments. 3) On the Assessments page, click on the Create Assessment Record link.

**Step 1 - Assessment Type**
Select Final

**Step 2 - Enter Assessment Rating**
Rate each competency that was indicated in the job opening.

*If this is a rostered applicant, skip this step.*

**Step 3 - Add Comments**
Click on the Comment icon to open the comment box. Enter your comment and click on OK.

*If this is a rostered applicant, the applicant failed the assessment exercise, or did not indicate their interest in the position, skip this step.*

**Step 4 - Overall Rating**
Select an overall rating.

*If this is a rostered applicant, select Not Applicable.*

*If the applicant failed the assessment test or did not indicate their interest in the position, select Unsatisfactory.*

**Step 5 - Recommendation**
Select a recommendation. A rating lower than satisfactory for any competency assessed shall result in an overall rating of ‘Not Recommended’.

*If this is a rostered applicant, select Recommended or Not Recommended.*

*If the applicant failed the assessment test, select Not Recommended and select the Reason as Failed Assessment.*

*If the applicant did not indicate their interest in the position, select Not Recommended and select the Reason as No Response to Invitation.*

**Step 6 - General Comments**
A general comment about the applicant’s qualifications must be entered.

*If this is a rostered applicant, enter RM Candidate.*

*If the applicant failed the assessment test, enter Failed assessment test.*

*If the applicant did not indicate their interest in the position, indicate the lack of response and efforts to contact the applicant.*

**Step 7 - Save**
Click on Save to record the assessment. Once the assessment is saved, it cannot be changed.
Completing a case

In order to complete a case, please follow the below-listed steps:

- Evaluations and assessments of all released and roster applicants must be finalized and submitted via *inspira*.
- The transmittal memo is generated and submitted to the CR Bodies from *inspira* allowing the Hiring Manager to easily prepare a record of the completed assessments. This can be found in the “Activity and Attachments” page. Upon creating the transmittal memo in *inspira*, information about the evaluation and assessments will be automatically populated from the Job Opening, with available fields for communicating any additional relevant information on the case.
- Following the submission of the transmittal memo in *inspira* and any internal clearance by the Head of Department, the next step would be for the Hiring Manager and/or the Executive Office to inform the Recruiter via email (copy whoever else needs to be copied) that the evaluation and recommendations of all released and roster applicants are ready for Recruiter review.
- Once Recruiter review is completed, the case will then be submitted by the Recruiter to the Central Review body for scheduling their review and endorsement.
- The Central Review body will correspond directly with the Hiring Manager or Recruiter if additional information is required.
- Once the case is endorsed, the Central Review body will inform the Head of Department who may then proceed with the selection decision.

In this series...

Below is a list of guides that are part of the CRB Members series:

- HM No. 1 - How to build a job opening - At a Glance
- HM No. 2 - Formula for Creating a Job Posting - At a Glance
- HM No. 3 - Building Meaningful Assessment Exercises - At a Glance
- HM No. 4 - Evaluating Applicants - At a Glance

References

The following documents provide additional information:

- ST/AI/2010/3 of 21 April 2010 on the staff selection system
- Manual for the Hiring Manager on the Staff Selection System

Need Help?

For policy enquiries and technical help, simply click on “Contact Us” in the UN Careers portal (*http://careers.un.org*) and complete the online request form. Your request will automatically be assigned a case number for easy reference and tracking.

You can also click on “Contact Us” anywhere in *inspira* (*https://inspira.un.org*) to complete the online request form. Your request will automatically be assigned a case number for easy reference and tracking.

To better assist you, make sure your request always includes:

- Your index number
- Your UN email address
- In the event that you are reporting a technical problem, the steps leading to this problem and one or more *screenshots* of the error/warning message and of the page on which it appeared.

For staff members who wish to find information (FAQs, information sheets, etc.) on staffing and research a particular topic, please visit the *it’s for real!* website on the human resources Talent Management framework (*https://itsforreal.un.org/*). This feature is only available through the intranet.