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Chapter 1: Getting Started

This chapter explains the terminology used in inspira and how to get started using inspira.

1.1 Introduction

This manual provides guidance to the Hiring Manager on the process of filling vacant positions. It serves as a comprehensive step-by-step guide on the staff selection process.

1.2 Terminology used in inspira

The Glossary explains technical and policy terms. The table below provides a quick glance at the most common terms and how they are used in inspira.

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<td>Posting Title (title in the job opening)</td>
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1.3 inspira Navigation

inspira is a web-based application comprised of:

- Menus which allow access to specific workflows.
- Workspace pages which allow you to enter data or display the results of a search.
- Buttons which appear as rectangles. They execute specific commands such as the following:
  - Submit records the data you have entered, in some cases, when selected, it also submits the information to the next step in the workflow, allowing other members of the hiring team to see your entries;
  - Continue directs you to the next page in the workflow;
  - Save allows you to save all data entries you made in the workflow, in some cases, other members of the hiring team will not see your entries.
  - Drop-down arrows open a list of items for selection. By default, the field will be blank. To reveal the available choices, click on the drop-down arrow. In some instances where you can make more than one selection, hold down the Ctrl key for individual selections or the Shift
key for consecutive group selections.

- **Maximize button** located in the lower right corner of the screen enlarges to screen.

- **Hyperlinks** redirect to another page associated with the selected workflow where additional information can be viewed or entered, i.e. **First**, **Previous**, **Next**, **Last** which allow you to sort through the first, previous, next and last pages respectively.

- **Fields** marked with an asterisk (*) are required fields and must be completed before inspira allows you to continue to the next step in the workflow.

- **Calendar boxes** open to the current month’s calendar with today’s date highlighted. The appropriate month, day and year must be selected to populate the corresponding field. The Calendar pop-up page provides additional navigational features that allow movement between calendar months and years.

- **Textbox** fields require you to enter specific information.

- **Look-up icons** open tables from which you can make a selection or perform a more precise search. You can perform a Basic or Advanced search and can either search by Category (enter alphabetic characters), Description (enter alphabetic characters), or by using the available phrase and a keyword, e.g. select the phrase ‘contains’ and enter ‘Human Resources’.

The results can be displayed on one or several pages. Click on **View All** to display up to 300 results. Since only the first 300 results can be displayed, perform a more targeted search to reduce the number of search results to find the desired information within the first 300 records. To sort your results alphabetically or numerically in ascending or descending order, click on the underlined title of the respective column.

- If your search yields more than 300 results, redefine your criteria to reduce the results.

- **Namespace appears when the results are more than 300**

- **Navigate through the list by clicking on the First, or Last links or the Previous or Next arrows**

- Maximize the window by clicking on the maximize icon.

- **Expand section icon** displays the field function(s) where additional information can be viewed or entered.

- **Collapse section icon** hides the field function(s) from display.
• Add row icon displays additional field(s) or a new layer of the page where additional information can be entered.
• Delete row icon allows you to delete the additional field(s) or new layer of the page.
• Trash icon allows you to delete a recorded entry from a page. A message appears asking you to confirm the deletion. In some cases, the deletion will take place only once you save the changes on the page.
• Export icon downloads the data displayed into a Microsoft Excel spreadsheet.

1.4 Login and Open inspira

Log on to inspira using your user ID and password. If you did not receive or were not assigned an inspira user ID and temporary password, contact the Executive Office or local human resources office requesting access to inspira.

1. Open the United Nations Intranet site iSeek.

2. Navigate to inspira using one of the following methods:
   a. Enter the URL inspira.un.org in the address bar of your browser, or
   b. From the iSeek menu, select Tools>inspira, or
   c. From the iSeek Quick Links menu, select inspira.

3. In the inspira login page, enter your user name and password.

4. If you are logging into inspira for the first time, the next steps are to change the temporary password provided and create a security question that will be used by inspira to identify you when retrieving a forgotten password. Refer to the Changing your Password and Security Question Setup sections for more information.
1.5 Change Initial Password and Set Up Forgotten Password Help

When you first log into *inspira*, it is necessary to change the temporary password and set up the forgotten password help security question. The security question will be used to authenticate you when you have forgotten your password and request that it be emailed to you.

1.5.1 Set Up Forgotten Password Help

To set up your forgotten password help, log into *inspira*:

1. From the *inspira* menu, click on My System Profile. The My System Profile page appears.
2. Click on the Change or setup forgotten password help link, and complete the following fields:
   a. **Question** - select a question.
   b. **Response** - enter the answer to the selected question.

   *Responses are not case sensitive. If you forget your password and click on theForgot your password? link found in the inspira login page, you will be asked to enter the response to the question. If your entry does not match the response set up in your system profile, user validation will fail and you will not be e-mailed a new password to access inspira.*

3. Click on OK and then on Save to save your entries.

1.5.2 Change your Password

To change your password, log into *inspira*:

1. From the *inspira* menu, click on My System Profile. The My System Profile page appears.
2. Click on the Change Password link and complete the following fields:
   a. **Current Password** - enter your current password.
   b. **New Password** - enter the new password. The rules to create a new password are as follows:
- Must be a minimum of six (6) characters in length;
- Cannot match the previous password;
- May consist of letters (a-z, A-Z), numbers (0-9), or a combination of both.

Remember that passwords are case sensitive.

c. Confirm Password - re-enter the new password.

3. Click on OK and then on Save to save your entries.

In case you need login assistance, contact the Helpdesk. Refer to the Where to get Help section for more information.

1.6 Personalization Settings

The personalization settings in the My Personalization section of inspира are default settings that ensure optimal performance of inspира. Users are strongly advised not to make changes to these settings.

1.7 Close inspира

On any inspира page, click on the Sign Out link located at the upper corner of the page to exit the application.

1.8 Where to get 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 inspира (https://inspира.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 and
- 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.
1.9 Reference Documents

The following document provides additional information to the manual:

- ST/AI/2010/3 of 21 April 2010 on the Staff Selection System
Chapter 2: Roles and Responsibilities of the Hiring Manager

This chapter explains the roles and responsibilities of the Hiring Manager.

2.1 What is expected of the Hiring Manager?

1. Ensures that the process for filling a vacant position is initiated in a timely manner and, to expedite the process, conducts as many steps as possible quickly and simultaneously;

2. In entities using the roster based recruitment, ensures that an adequate number of qualified candidates are available;

3. Determines the base document for creating a job opening, i.e. using an individually classified job description, previously approved job opening or a Generic Job Profile (GJP).

4. Prepares an announcement of the job opening based on the classified functions of the position along with:
   a. the evaluation criteria that must be objective and related to the functions of the position as well as the relevant competencies;
   b. the screening questions to assist in determining an applicant’s suitability for the job opening. The screening questions must be based on clear criteria related to the responsibilities, experience and professionalism required to undertake the functions as reflected in the job opening and evaluation criteria;
   c. the assessment method (knowledge-based test consisting of structured questions) which will assist in evaluating the applicant’s substantive knowledge against the requirements of the vacant position. Additional tests, such as essay questions, technical tests or other assessment techniques may be applied, primarily for senior positions that involve managerial responsibilities or for technical functions;
   d. the competency-based interview questions to further assess the match between the job requirements and the applicant's skills, competencies and experience.

5. The Staffing Table Manager reviews and confirms the following:
   - Availability of funding;
   - Job Opening will be based on a Classified Job Description or Generic Job Profile;
   - Post information is correctly recorded;
   - Staff members holding a Temporary appointment that have encumbered the post being advertised within the last six months period (if applicable).

6. Once approved the Staffing Table Manager submits the job request to the Senior Recruiter who approves it for posting.

7. Transmits to the Recruiter the job opening for inclusion in the compendium and/or for submission to the relevant Central Review body for approval, in cases where the job opening was created on an individually classified job description or a previously approved job opening that is older than one year from posting.

8. Evaluates the academic, work experience and language qualifications of the applicants that have passed the pre-screening process against the requirements set out in the job opening and evaluation criteria, and records his/her findings;
9. Maintains documented evidence of attempts to contact an applicant found suitable in the event the applicant is no longer interested in continuing with the recruitment process and does not withdraw his/her application.

10. Conducts, after the deadline of the job opening, the appropriate evaluation mechanisms, such as written tests or other assessment exercises, and competency-based interviews. While released applicants may be evaluated against the academic, work experience and language requirements before the deadline date of a job opening, assessment exercises and competency-based interviews may only be conducted after the release of all eligible applicants for a particular job opening and after the deadline date.

11. Determines if there is a suitable rostered applicant.
   a. If there is a suitable rostered applicant, the assessment should be based on interviews or detailed desk assessment. If the rostered applicant is considered suitable, submits to the **Head of Department/Office** a selection proposal that is reasoned and supported by a record that has taken into account the human resources targets set out in the Human Resources Management (HRM) Scorecard, especially with regard to geography and gender, and after giving the fullest regard to applicants already in the service of the Organization.
   b. If no suitable rostered applicant is found, after internal review and approval by department, submits to the **Central Review body** a selection proposal that is reasoned and supported by a record of assessment of the proposed candidates against the applicable evaluation criteria. For position-specific job openings, the **Hiring Manager/EO** proposes, through the **Recruiter**, one candidate or, preferably, a list of qualified, unranked candidates found suitable for the functions. For positions at the D-2 level, in line with the provisions of the **Secretary-General's bulletin**, normally a pool of a minimum of three qualified and suitable candidates shall be submitted, of which at least one should be female. For generic job openings, a list of qualified, unranked candidates found suitable for the functions is proposed to the relevant **Central Review body** for endorsement and inclusion in the roster.

12. Recommends, after the **Central Review body** finds that the proposed candidates were properly evaluated against pre-approved evaluation criteria and/or that the applicable procedures were followed, to the **Head of Department/Office** selection of one of these candidates, and supports such recommendation by a record. Once a candidate has been selected, the others that have been recommended and endorsed by a **Central Review body** are placed on a roster of pre-approved applicants.

13. Informs all applicants assessed who have not been recommended of their non-selection. This should be in accordance with the guidance found in the “Communication with the Applicant” chapter.
Chapter 3: Job Opening and Evaluation Process

This chapter provides a high-level overview of the staff selection process. This includes the process associated with the creation of a job opening, reviewing rostered candidates, performing an assessment on pre-screened applicants and reviewing the status matrix elements of recommended candidates.

3.1 Overview of the Job Opening Process

The process of creating a job opening begins when the Hiring Manager identifies one or more positions that need to be filled. The Hiring Manager or Occupational Group Manager is responsible for the creation and accuracy of each job opening, whether position-specific or generic, and for promptly requesting the inclusion of the announcement in the compendium by the Recruiter.

The Hiring Manager starts the creation of the job opening by selecting a base document (e.g. previously published job opening, GJP or an individually classified job description). A successful Hiring Manager will invest time and care at this stage of the process to accurately and clearly define the requirements as well as provide a well-written job opening. These are critical factors in the success of the recruitment search and will help attract the most suitable applicants. The Hiring Manager completes a job request, prepares evaluation criteria, drafts the Job Opening and submits it to the Staffing Table Manager for approval. The process of creating the job opening ends when:

- Entities with approval for roster-based recruitment select a roster candidate without having to advertise the new vacant position. In this case, a job opening must be created to record the need to fill the vacancy, but, the job opening does not need to be published.
- The Recruiter publishes the job opening so interested applicants can apply for consideration.

The illustration below provides a high-level overview of the job opening process.
Step 1: Hiring Manager

1. Determines that a position needs to be filled.
2. Creates a job request.
   a. Selects the base document to be used.
   b. Obtains the necessary approvals.
   c. Designates alternate Hiring Managers to the job opening.
3. Creates job opening:
   a. Enters and finalizes the evaluation criteria and job posting information, depending on base document selected.
   b. Determines assessments method(s) to be used.

   When using a pre-approved job opening, select the “Pre-approved JO” option and indicate the source JO. This will populate the job posting information and the evaluation criteria. Do not use the “Clone JO” function, as this may cause technical delays during the ensuing process.

Step 2: Staffing Table Manager/EO

1. Confirms availability of funding;
2. Job Opening will be based on a Classified Job Description or Generic Job Profile;
3. Post information is correctly recorded;
4. Provides the names of Staff members holding a Temporary appointment that have encumbered the post being advertised within the last six months period (if applicable);
5. Confirms the accuracy of the information in the job details - including confirmation that the job code, the evaluation criteria and the draft job opening have been properly completed;
6. Assigns the Primary Hiring Manager and Senior Recruiter (Interested Party).

Step 3: Senior Recruiter

1. Reviews and approves or rejects the job request.
2. Assigns the Primary Recruiter to the job opening.

Step 4: Hiring Manager

1. Final review of evaluation criteria and job posting information.

Step 5: Recruiter

1. Advises the Hiring Manager on the creation of the job opening. Determines whether job opening requires a Central Review body review.
2. Designates alternate Recruiter to the job opening.
Step 6: Central Review body (if required)

1. Reviews the job opening and evaluation criteria.
2. Approves or rejects the job opening.

Step 7: Recruiter (if required)

1. Facilitates the translation of the job opening, when applicable.
2. Coordinates translation of the job opening.
3. Cuts and pastes translated text into the job opening.

Step 8: Recruiter

1. Sets the job posting destinations and posting deadline.
2. Publishes the job opening.
3.2 Evaluation of Applicants Process Overview

The illustration below provides a high-level overview of the application process. Detailed information about the tasks performed by the other roles involved in the process can be found in their respective manuals and guides.
Chapter 4: Recruitment Planning

This chapter discusses how to effectively plan a recruitment process in order to meet the target of 120 days in filling a vacant position. In addition, it provides insight on what makes a good job opening and how to attract the right applicants.

4.1 Recruitment Planning

1. **inspira** is used to advertise vacant positions for one year or longer, irrespective of the source of funding or type of functions, in the following categories:
   - General Service category at the G-5 and above levels
   - Trade and Crafts category at the TC-4 and above levels
   - Security Service category at the S-3 and above levels
   - Professional and higher categories at all levels
   - Field Service category at all levels.

   These positions are filled through the issuance of a job opening on inspira.

2. Notwithstanding the above, positions at the P-1 and P-2 levels are recruited primarily through competitive examinations (G to P or Young Professionals Programme (YPP) (previously the NCRE) or Language Competitive Examination (LCE)) and the subsequent managed reassignment programme for Junior Professionals. Appointments of staff may also take place through voluntary lateral reassignment initiatives and **Heads of Departments/Offices** retain the authority to transfer staff members within their departments to vacant positions at the same level without the advertisement of a job opening in **inspira**.¹

3. Entities with approval to use roster-based recruitment publish generic job openings for the purpose of creating and maintaining viable rosters of qualified candidates for immediate and anticipated vacancies, including vacancies for less than one year. Position-specific job openings are also advertised by such entities.

   a. The entities with approval to use roster-based recruitment to fill project-related positions in the field are: Department of Field Support (DFS), United Nations Office on Drugs and Crime (UNODC), Office for the Coordination of Humanitarian Affairs (OCHA), United Nations Human Settlements Programme (UN-HABITAT), United Nations Environment Programme (UNEP) and the Office of the High Commissioner for Human Rights (OHCHR). The intent is to ensure that these entities are able to fulfil their mandates in a timely manner. The use of the roster-based option does not apply to established positions in the field such as representative and programme management officers.

4. The **Hiring Manager** is advised to start the job opening process immediately for positions becoming vacant unexpectedly, such as when the incumbent is selected for other functions or separates from service or when a position is newly created.

5. For anticipated vacancies, i.e. positions becoming vacant due to the imminent retirement of an incumbent, the job opening process should start at least six months in advance. Proper recruitment planning is a systematic, fully integrated organizational process that involves proactively planning ahead to avoid talent shortages.

¹ ST/AI/2010/3 dated 21 April 2010 on the Staff Selection System, Section 2, paragraph 2.5, Section 3 paragraphs 3.2(k) and 3.3, respectively.
6. The Hiring Manager is responsible for initiating the job opening process in inspira through the selection of a base document and completion of the job details section. The Staffing Table Manager and Senior Recruiter may provide assistance in this process.

7. The Hiring Manager is responsible for creating the job opening in a timely manner and promptly requesting the inclusion of the job opening in the compendium. The Recruiter may provide assistance in this process.

8. Job openings which 160 days after initiation do not record any progress, (i.e. movement through the various stages of the recruitment process) will be cancelled. In this case, the Hiring Manager will have to create a new job opening and start the process all over again.

4.2 Impact of Good Recruitment Planning

Good recruitment planning has multiple impacts. Some of the most significant include:

1. No delays - Ensuring that the implementation goals can be met by hiring the right caliber and number of people. Once a recruitment process is initiated, the case should progress as per the recruitment timelines.

2. Improving the image - By being well prepared for any eventuality, the Organization builds a better image, brand and credibility.

3. Rapid talent replacement - Having the capability to identify positions that will become vacant due to retirements and new requirements so that programme delivery remains on track. The Secretariat-wide benchmark of 120 days as the average selection time for all positions advertised (the average selection time is the average number of days between the date of issuance of a job opening and the date of the selection decision) must be adhered to.

4.3 Monitoring Recruitment Timelines

Through recruitment planning, it is the organization’s aim to expedite the recruitment timeline in the selection of candidates for all positions advertised. Mapping out of the various stages of the recruitment process in accordance with the following overall timeline assists in identifying the targeted parameters for attaining the average selection time benchmark.

4.3.1 Pre-Job Opening Posting Activities

The Hiring Manager is responsible for the creation of the job opening and obtaining the necessary approval prior to the inclusion of the job opening in the compendium. Once a recruitment process is initiated, the case should progress as per the following timelines:

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Responsibility</th>
<th>Target calendar days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Request Approval</td>
<td>Staffing Table Manager</td>
<td>2</td>
</tr>
<tr>
<td>Job Posting Request Approval</td>
<td>Senior Recruiter</td>
<td>2</td>
</tr>
<tr>
<td>Job Opening Creations</td>
<td>Hiring Manager</td>
<td>2</td>
</tr>
<tr>
<td>Job Opening Review, if applicable</td>
<td>Recruiter</td>
<td>2</td>
</tr>
<tr>
<td>Pre-Job posting (CRB approval of EC and Translation)</td>
<td>Recruiter</td>
<td>9</td>
</tr>
</tbody>
</table>
4.3.2 Posting the Job Opening

Job openings are posted by the Recruiter once all the approvals have been received. Job openings will normally be posted for the following number of days:

- G - General Service job openings will be posted for 30 calendar days
- P - Professional and higher job openings will be posted for 60 calendar days

4.3.3 Post Job Opening Activities

Taking into account the deadline dates for job openings as outlined in the Setting Job Opening Deadline section and the fact that eligible applications are released on a daily basis in a dynamic manner, i.e. during or shortly after the deadline date of job openings, timelines are presented below in a sequential manner with the responsible roles for each stage highlighted. As soon as the Recruiter releases the applicants to the Hiring Manager, the Hiring Manager will begin the evaluation of the academic, work experience and language qualifications against the requirements set out in the job opening and evaluation criteria. This dynamic release of applications and early start of the evaluation process will speed up the process. Notwithstanding the evaluation of applications, knowledge-based tests and/or other assessment methods, including competency-based interviews, may only be conducted after the deadline date of the job opening and after the release by the Recruiter of all eligible applicants for a particular job opening to the Hiring Manager. The target calendar days to achieve these tasks are:

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Responsibility</th>
<th>Target calendar days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-posting Target calendar days</td>
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<td>17</td>
</tr>
<tr>
<td>Initial HR Assessment</td>
<td>Recruiter</td>
<td>5</td>
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<tr>
<td>Recommendation of Candidates</td>
<td>Hiring Manager</td>
<td>40</td>
</tr>
<tr>
<td>Status Matrix Review</td>
<td>Recruiter</td>
<td>3</td>
</tr>
<tr>
<td>CRB Endorsement, if applicable</td>
<td>Central Review body</td>
<td>7</td>
</tr>
<tr>
<td>Proposed Selection</td>
<td>HoD/HoO</td>
<td>5</td>
</tr>
<tr>
<td>Selection Time</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td>Proposed Selection</td>
<td>CRB Endorsement</td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>CR body Review</td>
<td>Recruiter</td>
<td></td>
</tr>
<tr>
<td>Status Matrix</td>
<td>Recruiter</td>
<td></td>
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<tr>
<td>Review</td>
<td>Recruiter</td>
<td></td>
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<tr>
<td>Recommendation of Candidates</td>
<td>Recruiter</td>
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<td>Initial HR Assessment</td>
<td>Recruiter</td>
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<td>Job Posting Approval</td>
<td>Recruiter</td>
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<tr>
<td>Job Openning Approval</td>
<td>Job Requester</td>
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<tr>
<td>Hiring Manager Approval</td>
<td>Job Requester</td>
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<tr>
<td>Senior Recruiter Approval</td>
<td>Job Requester</td>
<td></td>
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<tr>
<td>Manager Approval</td>
<td>Hiring Manager</td>
<td></td>
</tr>
<tr>
<td>Staffing Table Approval</td>
<td>Senior Recruiter</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Timeline (in increments of 5 days):**

- 5 days
- 7 days
- 9 days
- 30 days
- 60 days
- 40 days
- 3 days
- 7 days
- 5 days
4.4 What Makes a Good Job Opening?

1. A job opening must convey the importance and allure of the position as well as the competencies and experience expected of a successful applicant. It should be free of jargon and technical terms that obscure the most attractive aspects of the job. If well written, a job opening should facilitate screening and assessment. It should not be a direct copy of the generic job profile or individually classified job description.

2. The identification of the suitable candidate will likely be accomplished through written assessments, competency-based interviews and an assessment of the person’s fit within the team.

3. A successful Hiring Manager knows the process starts well before a new staff member is selected and draws his/her success from the three most relevant factors:
   a. Preparing the job opening
   b. Circulating the job opening
   c. Assessing applicants

4. For information on the contents of a well-written job opening, refer to the applicable section on creating a job opening.

4.4.1 Attracting the Right Applicant

1. There are many different methods of attracting applicants to fill a vacant position. The method the Hiring Manager selects is dependent on the type of position and the prevailing labour market. When reviewing the strategy chosen by the Hiring Manager keep in mind the following:
   a. What is the nature of the position, e.g., managerial, academic, technical, research, expert, field-based?
   b. From an outreach perspective, what is the size and location of the pool of applicants, e.g. large or small, local, national or international?

2. In addition to placing a job opening on the United Nations Careers Portal, the new job opening should permit its content to be transposed to fit into each medium indicated below and follow the principles of a good job opening.
   a. Mainstream press (print and online newspapers)
   b. Alternative press (professional publications, local, national or student publications)
   c. AHRMO (Association for Human Resources Management in International Organizations)
   d. CEB (Chief Executive Board)
   e. UNICS (United Nations Information Centres)
   f. Resident coordinators
   g. Internet (Job boards, Facebook, Twitter, LinkedIn)
   h. Recruitment/employment agency
   i. Head hunting/search firm
   j. Invitation or nomination (military and civilian police nominations)
   k. Network meetings, permanent missions to the United Nations Secretariat, embassies, special interest groups, professional associations and word-of-mouth

3. Departments are encouraged to secure the necessary funds for using outside career boards and publications.
4.4.2 The Evaluation Criteria

1. For each job opening created, the evaluation criteria, against which applicants are pre-screened and assessed, are determined at the same time. They form a compliance tool for Central Review bodies to use in monitoring and reviewing the process. There should be no doubt as to how a Hiring Manager has gone from base document to the job opening, to screening questions (evaluation criteria), to assessments and finally to recommendations.

2. The required years and field of work experience, academic qualifications and knowledge of languages are determined in line with the base document and the functions of the position.

3. In addition, the assessment methodology for which short-listed candidates are convoked is indicated.

4. Furthermore, a series of screening questions (10-15) from the questions library will be associated with the job opening and shall serve the following purposes:
   a. The benchmark for eligibility of applications for release to the Hiring Manager. The questions will assist in filtering applications for each advertisement. The 80% threshold will determine whether the applicant is eligible.
   b. The questions will form the basis for assessment exercises and shall be recorded in the evaluation criteria for the job opening. In essence, the job elements (experience and skills) captured in the questions will be used to conduct assessments. The questions must have clear linkages to the generic job profile or individually classified job description.
Chapter 5: Guidelines on Creating a Job Opening

This chapter explains the Hiring Manager’s role in the creation of a job opening. It highlights the process of creating a job request, choosing the evaluation criteria and assessment methodology, preparing the posting information and when submission to the Central Review body is necessary. In addition, the chapter outlines the rules on cancelling and re-advertising job openings.

5.1 Overview

1. The Recruiter, upon request from the Hiring Manager, may assist the Hiring Manager during the creation of the job openings in line with the instructions provided in this chapter.

2. The Hiring Manager or Occupational Group Manager is responsible for the creation and accuracy of each job opening, whether position-specific or generic, and for promptly requesting the inclusion of the announcement in the compendium by the Recruiter.

3. Position-specific job openings must be included in the compendium when:
   a. A new position is established or an existing position is reclassified upwards;
   b. The incumbent separates from service;
   c. The incumbent is selected for another position or as a result of a lateral reassignment by the Head of Department/Office within the department or office; or
   d. Entities with approval to use roster-based recruitment publish generic job openings in the compendium for the purpose of creating and maintaining viable rosters of qualified candidates for immediate and anticipated job openings, including job openings for less than one year. Notwithstanding generic job openings, position-specific job openings are also advertised in such entities for the purpose of paragraph 3a above.

4. The Hiring Manager starts the creation of the job opening by selecting a base document (e.g. previously published job opening, GJP or an individually classified job description). A successful Hiring Manager will invest time and care at this stage of the process to accurately and clearly define the requirements as well as provide a well-written job opening. These are critical factors in the success of the recruitment search and will help attract the most suitable applicants. The Hiring Manager completes a job request, prepares evaluation criteria, drafts the Job Opening and submits it to the Staffing Table Manager for approval.

5. The Staffing Table Manager reviews and confirms the following:
   - Availability of funding;
   - If the job opening will be based on a Classified Job Description or Generic Job Profile;
   - If the post information is correctly recorded;
   - If the names of Staff members holding a Temporary appointment that have encumbered the post being advertised within the last six months period (if applicable) have been provided;
   - The accuracy of the information in the job details - including confirmation that the job code, the evaluation criteria and the draft job opening have been properly completed;
   - Assigns the Primary Hiring Manager and Senior Recruiter (Interested Party).

Once the above has been confirmed the Staffing Table Manager submits the job request to the Senior Recruiter who approves it for posting.
6. When the **Staffing Table Manager** and **Senior Recruiter** approve the job request, the **Hiring Manager** confirms the evaluation criteria and when applicable the job posting information in [inspira](http://inspira).
5.2 Selecting a Base Document

1. The **Hiring Manager** creates a job opening using a base document. The base document that s/he will use can be:
   a. an available GJP that reflects the functions and level of the position;
   b. if no GJP is available, a previously classified individual job description, provided the functions have not changed significantly, in which case the **Hiring Manager** must obtain a new classification before requesting inclusion of the job opening in the compendium, or
   c. where a new job opening is similar to a previously published job opening, the new job opening could be based on the previous job opening within a timeframe of one year from the date of posting.

2. The **Hiring Manager** is strongly encouraged to create a job opening based on a pre-classified GJP or on a previously published job opening within a timeframe of one year from the date of posting.

3. A job opening created on a GJP or a previously published job opening within a timeframe of one year from the date of posting do not require referral to a **Central Review body** for approval of the evaluation criteria and would hence be the least time-consuming option. In this case, the **Recruiter** has the authority to clear the job opening for posting.

5.3 Completing the Job Request

1. The **Hiring Manager** completes the job opening request by preparing the job details, evaluation criteria and a draft Job Opening for approval through the **Staffing Table Manager** to the **Senior Recruiter**.

2. The job request provides general information about the vacancy, such as:
   a. the Job opening type, indicating whether this is:
      i. a standard requisition to fill a limited number of posts,
      ii. a continuous job opening for filling a roster, or
      iii. a D2 Level JO. D2 level JOs do not result in rostering of applicants;
   b. whether the job opening will have a specific deadline date by which all applications must be received for consideration (for Standard Requisition), D2 Level JO or for generic job openings (Continuous Job Opening) they should not exceed 120 days from the time of posting;
   c. the reporting department for the vacancies;
   d. the job code or if this vacancy is linked to a position, then the information from the Position is provided; and
   e. the duty station (one or more) of the position and post nature.

3. The information in the job request will be used by **inspira** to generate a unique job opening number. Refer to the Understanding the Job Opening Number Nomenclature section for more information.
5.4 Creating the Evaluation Criteria

For procedures on how to enter the evaluation criteria refer to Section 6.4.1: Enter or Modify the Evaluation Criteria.

The Hiring Manager is responsible for the accuracy of the evaluation criteria.

1. The evaluation criteria against which applicants are assessed stem from a GJP or an individually classified job description and reflect the minimum organizational standards according to the classified level and job title. They must be in line with the requirements stated in the job opening. While some additional qualifications may be desirable, no additional qualifications are required if a GJP is used for creating a job opening.

2. The requirements listed as part of the evaluation criteria are identical to those in the published job opening. Criteria that are not mentioned in the job opening must not be included in the evaluation criteria.

3. The requirements stated in the evaluation criteria are used by the automated screening process conducted by inspira. Accordingly, when reviewing the evaluation criteria, the Recruiter should keep in mind that the first screening and evaluation of applicants against these requirements is done based on the application submitted, including the profile, cover letter, and answers to questions. It is therefore important that the evaluation criteria were defined by the Hiring Manager in such a way as to enable inspira and Hiring Manager to conduct initial screening, evaluation and determination of qualified and most qualified applicants in the most efficient, transparent and justifiable manner.

4. Where qualifications are marked as "required" and these are not met by an applicant, this applicant is screened out, as he/she is considered not eligible. The only exception is a staff member who has passed the G to P examination and who has served at least five (5) years in the Secretariat by December 1989. Such staff members are exempt from the minimum educational requirements when applying to a job opening at the Professional or higher category.

5. The evaluation criteria are not only used for automated pre-screening by inspira; they also form a compliance tool for Central Review bodies to use in monitoring and reviewing the process. There should be no doubt as to how a Hiring Manager has gone from the individually classified job description to job opening, filtering questions, assessments and finally to recommendations.

6. The evaluation criteria consist of:
   a. Required years of work experience
   b. Required field of work and where applicable, area of specialty
   c. Required education qualifications
   d. Required knowledge of languages
   e. Assessment Methodology
   f. Competencies
   g. Screening Questions
5.4.1 Determining Required Years of Work Experience

1. The minimum experience requirements contained in GJPs are set to ensure the application of organizational standards across the job families by capturing the following two parameters: the required minimum number of years of experience and the area of relevant experience, as follows:
   - For positions in the Professional and Higher Categories, experience is captured with completion of advanced university degree.
   - For positions in the FS, GS and related categories that require a HS Diploma, experience is captured following completion of a HS Diploma or equivalent.

2. For positions in the Professional and higher categories, qualifying years of work experience are calculated only after receipt of the first accredited university degree. Relevant experience acquired at the Professional category shall be counted. Only relevant experience acquired at the, G-6 and above (and the equivalent levels within the related categories), FS-4 and above levels shall be counted. Please consult the relevant annex to this manual on the equivalency of the related categories as they equate to the G-6 and above. Years of work experience acquired as a result of the receipt of Special Post allowance at the above qualifying levels shall also be counted.

3. Staff members applying for positions one level higher than their personal grade shall meet the minimum work experience requirements of the position. In determining the eligibility of staff members and other applicants against the level of the position for which they are applying, the baseline for calculating the number of years of work experience required shall be established using the following tables for each respective level:
   - For positions in the Professional and higher categories with an advanced university degree (Masters or equivalent):
     i. P-2 level - a minimum of two (2) years (applicants who passed the National Competitive Examination, now known as the Young Professionals Program(YPP), do not require the two (2) years experience)
     ii. P-3 level - a minimum of five (5) years
     iii. P-4 level - a minimum of seven (7) years
     iv. P-5 level - a minimum of ten (10) years
     v. D-1 level - a minimum of fifteen (15) years
     vi. D-2 level - over fifteen (15) years
   - For positions in the General Service and related categories with a high school diploma or equivalent:
     i. GS-5 level - a minimum of five (5) years
     ii. GS-6 level - a minimum of seven (7) years
     iii. GS-7 level - a minimum of ten (10) years
     iv. TC-4 level - a minimum of three (3) years
     v. TC-5 level - a minimum of five (5) years
     vi. TC-6 level - a minimum of seven (7) years
     vii. TC-7 level - a minimum of ten (10) years
     viii. TC-8 level - a minimum of twelve (12) years
     ix. S-3 level - a minimum of five (5) years

Counting of work experience acquired at the G-6 and above (and the equivalent level within the related categories) and FS-4 and above levels as qualifying experience for positions in the professional and higher categories is only applicable to Job Openings with a posting date of 18 May 2012 or later.
x. S-4 level - a minimum of nine (9) years
xi. S-5 level - a minimum of twelve (12) years
xii. S-6 level - a minimum of fifteen (15) years
xiii. S-7 level - a minimum of eighteen (18) years
c. For positions in the Field Service category with a high school diploma or equivalent:
i. FS-4 level - a minimum of six (6) years
ii. FS-5 level - a minimum of eight (8) years
iii. FS-6 level - a minimum of ten (10) years*
iv. FS-7 level - a minimum of twelve (12) years*
   *The minimum years of relevant work experience is reduced for candidates who possess a first level university degree as follows: for FS-6, a minimum of 5 years of experience from 10; for FS-7, a minimum of 7 years of experience from 12.

4. For a number of positions in the Professional category such as language positions in the job family of Conference Management, the minimum number of years may be reduced from the standard as reflected in the respective GJP.

5. Where a job opening for a Professional category position stipulates that a first-level university degree may be substituted by another degree from e.g. a police academy, or another relevant diploma typically, in the areas of Security, Mine Action or Crime Prevention, four additional years are added to the minimum requirement of relevant years of experience at the respective level to acknowledge the lack of the first-level university degree.

6. For positions in the General Service and related categories, the standard minimum requirement may vary from position to position and location to location.

7. For positions advertised at the P-3/FS-6 level, staff at the FS-5 level who are selected for such positions may only be appointed at the FS-6 level, regardless of their academic qualifications, due to the restrictions placed by the General Assembly on movement of staff from the General Service and related categories to the Professional level. Staff already at the Professional level may, of course, be appointed at the P-3 level.

8. For National Professional Officer positions, the required minimum number of years of experience are:
   a. NO-A level - a minimum of one to two (1-2) years
   b. NO-B level - a minimum of two to three (2-3) years
   c. NO-C level - a minimum of five (5) years
   d. NO-D level - a minimum of seven (7) years
   e. NO-E level - over seven (7) years

5.4.2 Determining Field of Work

The Field of Work is the area in which the future incumbent is expected to have experience. The GJPs provide a broad range of duties and tasks, not all of which will be performed by the incumbent in a given position. Those relevant to the position under recruitment are selected from the corresponding GJP. Where applicable, the area of speciality is selected.

3 Functions in certain occupational groups or job families such as for example Security, Mine Action and Crime Prevention, may have different standards for the minimum educational requirements. These are reflected in the respective GJPs for their positions. A first-level university degree may, in consultation with the Recruiter, be substituted with a diploma from a police or military academy which may be considered its equivalent.
5.4.3 Determining Education Requirements

1. The educational requirements reflect the minimum organizational standard requirement for a given level and job title. These should not be changed from the GJP or an individually classified job description; however, additional educational requirements may be listed as required and/or desirable, when justified, to set additional criteria for selection of qualified and best-qualified candidates.

2. Additional educational requirements could be listed under the Licenses or Certificates area, for example; editorial and desktop publishing assistants, procurement certifications, audit certifications or accounting certifications.

3. Positions in the General Service and Related Categories:
   a. For consideration for positions in the General Service and related categories, the minimum standard education requirement is a high school diploma.
   b. Applicants are also required to have successfully passed the United Nations Administrative Support Assessment Test (UNASAT). In New York, additional formal special examinations are required for accounting, statistical, editorial and desktop publishing assistants and language reference assistants. This requirement would be listed as a prerequisite under License and Certificates.

4. Positions in the Professional and Higher Categories:
   a. Applicants for Professional and higher level positions are normally required to have an advanced university degree (Masters Degree or equivalent). Applicants with a first level university degree combined with additional qualifying experience (earned after receipt of degree) are also considered to have met the educational requirements equivalent to a Masters. A first level university degree may not be substituted by relevant experience.

   For example; an applicant with a first-level university degree and an additional two (2) years of relevant work experience over the minimum requirement for the level of the position (i.e. P-3 level positions: 5 years minimal + 2 additional years = 7 years) would be considered to have met the educational requirements equivalent to a Masters degree.

   b. When evaluating academic credentials of staff members and applicants, the United Nations is guided by the "World Higher Education Database (WHED)" compiled by the United Nations Educational, Scientific and Cultural Organization's (UNESCO) and the International Association of Universities (IAU). This database provides a comprehensive list of higher education institutions sanctioned or accredited by competent national authorities in participating countries (referred to as the "IAU/UNESCO List").

   Taking fully into account that the Member States have different education systems, the United Nations references the credential level determined by competent national authorities conferred by an institution in the participating countries provided in the IAU/UNESCO List. This credential level is therefore referenced and used to determine the equivalence of the applicant’s degree.

   The table below shows the IAU/UNESCO credential level and the equivalence used by the

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The General Service and related categories encompass positions at the Trades and Crafts, and Security Service categories, in this instance also Public Information Assistant and Language Teacher positions. For this purpose, the National Professional Officers are not part of the General Service and other locally recruited categories.
United Nations for recruitment purposes:

<table>
<thead>
<tr>
<th>CREDENTIAL</th>
<th>IAU/UNESCO LEVEL</th>
<th>UN EQUIVALENCE</th>
<th>UN GUIDELINES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher or Post Doctorate</td>
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<td>Post Doctorate</td>
<td>Level 9</td>
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<tr>
<td>Doctorate</td>
<td>7D</td>
<td>Doctorate</td>
<td>Level 9</td>
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<td>Advanced/Post Graduate Degree</td>
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<td>Master’s or equivalent</td>
<td>Level 7</td>
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<td>Advanced/Post Graduate Qualification (with research training)</td>
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<td>Master’s or equivalent</td>
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<tr>
<td>Advanced/Post Graduate Qualification (without research training)</td>
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</tr>
<tr>
<td>First Terminal University Level Qualification 4 years or more</td>
<td>6C</td>
<td>Bachelor’s or equivalent</td>
<td>Level 5</td>
</tr>
<tr>
<td>First Terminal University Level Qualification 3/4 years</td>
<td>6B</td>
<td>Bachelor’s or equivalent</td>
<td>Level 5</td>
</tr>
<tr>
<td>Shorter/Intermediate University Level Qualification</td>
<td>6A</td>
<td>Lower than Bachelor’s (Certificate/Diploma)</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**c.** A serving staff member who is already serving at the Professional category and who does not have a university degree may still be considered for a position at the Professional and above levels, if he/she has been promoted to the Professional category after having passed the G to P examination (staff members who have completed 5 years of service as of 1989).

**d.** Certain positions require specialized studies for which a first-level university degree and experience cannot be substituted for an advanced degree, such as a Doctor of Medicine (MD), the appropriate degree is stated accordingly.

**e.** Functions in certain occupational groups or job families such as Security, Mine Action and Crime Prevention, may have different standards for the minimum educational requirements. These are reflected in their respective Generic Job Profiles (GJPs). A first-level university degree may, in consultation with the HR office, be substituted with a diploma from a police or military academy, which may be considered its equivalent. This would be stipulated in the job opening.

5. **Positions at the National Professional Officer levels:**

   **a.** An applicant for a National Professional Officer level position must have as a minimum a first-level university degree.

6. **Positions in the Professional Language and Other Areas:**

   **a.** Functions in other areas, mainly language posts, might require a first-level degree only. The GJPs for this specific group of positions contain the relevant information with regard to the minimum education requirements.

   **b.** Professional certifications, where required or desired, are also indicated in the job opening. This could for instance refer to a certified accountant or a public procurement certification.

   **c.** Where the Organization requires internal certification for Professional category positions performing significant functions in financial, human and physical resources as well as information and communications technology, this is also specified.
5.4.4 Determining Knowledge of Languages

1. The standard text provided in the GJP or an individually classified job description for the minimum language requirements must be taken as a base. When justified, additional language requirements may be added. The level of knowledge can be determined either as ‘fluency’ or as ‘knowledge of’.

2. An applicant must meet the required language skills as stipulated in the job opening. A serving staff member who holds an appointment other than a temporary appointment and who does not meet the language requirement, will be reviewed by the Recruiter. All others who do not meet the language requirement are screened out and not eligible for consideration.

5.4.5 Determining Assessment Methodologies

1. When creating the job opening, the Hiring Manager also prepares a knowledge-based test or other qualification exercises, which may be essay questions, technical tests and/or other assessment techniques (such as competency-based interviews) to assist in the evaluation of applicants against the evaluation criteria listed as requirements of the vacant position. Additional tests may be applied primarily for senior positions that involve managerial responsibilities or for technical functions. The assessment methods chosen as indicated in this section and forms part of the evaluation criteria. Care must be taken that the assessment exercise is void of any bias.

2. The assessment may include a competency-based interview and/or other appropriate evaluation mechanisms, such as, for example, written tests, work sample tests or assessment centres.

3. Ideally, when designing the assessment exercise, the Hiring Manager also prepares the interview questions.

4. Below are some elements that will need to be taken into consideration by the Hiring Manager when building the framework for assessments:
   a. Duration of the assessment - how much time will be blocked for interviews and the duration of a written assignment.
   b. Rating system - how are the points distributed for each exercise.
   c. Location (ideal surroundings) - most written exercises will be done through an email, the competency-based interviews may be conducted in person or via telephone.
   d. Number of applicants - two to three short-listed may be too few and more than five may create problems in time spent assessing.
   e. Assessment time - time allocated for each assessment and each applicant.
   f. Assessment panel - number, mix and experience of assessors (at least three staff members, with two (2) being subject matter experts at the same or higher level of the job opening, at least one (1) being a female at the same level of the job opening, and one, to the extent possible, represents a non-related office within the organization. If not available, from another UN agency, international organization or established partner institution at the same or higher level of the job opening and where the assessment exercise is technical, a technical expert may be invited, preferably from another UN agency, international organization or established partner institution at the same or higher level of the job opening.

5. For each position, the situation is different. A speech writer, for example, is different from a finance officer, a translator, chief of security and safety section, etc. It is important that applicants be assessed against a number of job dimensions as well as competencies, and by several assessors. With the use of at least two assessment methods, it is possible to better gauge the applicant’s potential in terms of:
a. Competencies - what an applicant can do, and how he/she thinks and acts;
b. Attributes - the qualities and characteristics an applicant possesses;
c. Knowledge - what an applicant knows; and
d. Experience - what an applicant has done.

6. Traditionally, assessments have been limited to competency-based interviews. With the launch of *inspira*, Hiring Managers are encouraged to use at least two assessment methods (sources of evidence). The Hiring Manager should choose from a combination of interviews and one of many other assessment methods that simulate the work environment. The simulation exercises are designed to imitate a particular task or skill(s) needed for the target job. It should be clear as to the type of skills being assessed.

7. There are two key drivers behind the choice of assessment methods. Collectively, the methods should:
   a. Capture the different situational contexts of the work environment; and
   b. Provide appropriate vehicles for accurate assessments of the range of skills and competencies needed to perform the job.

8. Consequently, no single method should be used to assess more than, ideally, the choice of at least three relevant competencies plus two managerial competencies for managerial positions stated in the evaluation criteria. Each method should carry a weighting as either a primary or secondary source of evidence for a particular competency, ensuring that for each competency there is at least one primary source (of strong evidence).

9. As an example of a method, the interview format provides an opportunity to listen to verbal statements by an applicant and assess how the applicant thinks and acts. This may be viewed as sufficient to gauge an applicant’s communication skills, yet the interview would have served as a primary source of evidence, with, say, a written exercise, serving as a secondary source. A significant amount of an overlap will be due to consistency in the applicant’s performance across the methods as well as to the similarity of the assessor ratings. Conversely, for example, a written exercise provides an opportunity to assess an applicant’s creativity and planning and organizing competencies as a primary source of evidence, with the interview format serving as a secondary source of evidence.

10. The tasks and skills that may be assessed using exercises are varied, so there is considerable variation in the kinds of materials, scenarios and individuals involved from exercise to exercise. Below is a brief description of each type of exercise and for samples of the assessment exercises, refer to the Sample of Assessment Exercises located in the annex.

### 5.4.5.1 Written Exercises

1. Written exercises typically require the applicant to assume the role of the position under recruitment. A common example of a written exercise at a first level management (P-3/P-4) position may involve placing the applicant in a work setting, where a crisis is developing. The situation requires the applicant to take responsibility for the situation.

2. The applicant may be requested to work through a pile of correspondence in a written exercise or is given an assignment to complete within a specified deadline. These exercises commonly measure job skills such as ability to organize and prioritize work, analytical skills, communication with team members and clients, written communication skills and delegation (if a higher-level position). This type of exercise may take up to three hours.

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5 *SHL Group plc (SHL), Assessment and Development Centres*
5.4.5.2 Case Studies

The candidate may be asked to develop a project document, which incorporates work plans, milestones, budgeting and resources. This type of exercise may measure the ability to analyze complex issues and data, develop a project idea, anticipate start-up problems, seek solutions to these problems and present findings, using a mixture of presentation skills.

5.4.5.3 Presentation

The presentation exercise will provide the applicant with the opportunity to demonstrate his/her knowledge on a particular subject, as well as oral communication skills. Typically, the topic should be given to the applicant with adequate time (at least an hour) to prepare a presentation. The applicant should be made aware that supplementary questions about the presentation may be asked by the audience. The time limit for the presentation should be clear at the outset.

5.4.5.4 Simulation Exercises

Accounting Assistants, for instance, may be asked to complete tests measuring accuracy against speed which cannot be measured through interviews alone. For instance, a particular test may require invoices to be reconciled against a spreadsheet ledger, with errors being appropriately amended. Numerical tests may involve calculating expenditures and processing claims using a multiple choice answer format.

5.4.5.5 Technical Test

Technical tests are used to determine if the candidate has the technical skills and/or knowledge required for the position. Technical tests can be written knowledge tests or written exercises, case studies and simulations, all of which are methods that can be used to demonstrate a candidate’s technical abilities.

5.4.5.6 Essay Exercises

Essay exercises may be used to test a candidate’s written communication skills, ability to make a case for a particular position, and/or argue a particular point and to persuade others. Usually the candidate is given an issue statement and must explain in writing his/her position on the issue. There is no right or wrong position, rather the Hiring Manager is looking for how well the candidate has structured the argument and used facts to prove his/her point.

5.4.5.7 Other Assessment Methodologies

Other assessment methodologies may be any exercise to measure a particular set of job skills. The above exercises should be designed to be completed within a given timeframe, normally within two hours.

5.4.6 Selecting Competencies

1. Every GJP and individually classified job description includes a set of applicable United Nations Secretariat competencies with their respective standard descriptions.
   a. For positions in the General Service and related category, the three most relevant competencies, one of which is Professionalism, are included in the evaluation criteria for job
openings.

b. For positions at the Professional and higher levels, the three most relevant competencies, are stated, plus two managerial competencies for managerial positions. The same number of competencies shall be listed in the published job opening.

2. These definitions enable a common understanding of the core competencies required of all staff, namely the combination of skills, personal attributes and behaviour assisting in building and maintaining the capacity of staff and in promoting a new organizational culture.

5.4.7 Choosing Screening Questions

1. For each job opening, a series of questions (between 10 and 15) are selected from the question library that are associated to the requirements of the job opening. These are yes/no, or true/false questions, are objective and relate to the job and will assist in filtering applicants. A threshold of 80% is required to pass.

2. The question library contains non-editable questions from which the Hiring Manager may choose. The job elements (skills, competencies and experience) captured in these questions will also be used when conducting the assessment exercises.

3. For all job openings based on a GJP/JO, the Hiring Manager must include an eliminating question about the experience at that level for the job family, for example P4-ECO:

   “Do you have a minimum of seven years of progressively responsible experience in economic research and analysis, policy formulation, application of economic principles in development programmes or related area?”

4. For positions at the P-5 level the Hiring Manager must include the following question from the questions library:

   “If you are a staff member of the United Nations Secretariat holding an appointment other than a temporary appointment at the P-4 or FS-7 level, do you meet the lateral move requirements stipulated in Section 6.3 of ST/AI/2010/3? If you are not a United Nations Secretariat staff member, please answer YES.”

5. For all General Service and related categories job openings, the Hiring Manager must include an eliminating question about the ASAT:

   “Recruitment for this position is done on a local basis, whether or not the candidate is a resident of the duty station.

   Passing the Administrative Assessment Support Test (ASAT) at Headquarters or an equivalent recognised locally-administered test at a United Nations Office is a prerequisite for recruitment consideration in the General Service category in the United Nations Secretariat.”

6. For language positions at the professional category level, the following question must be included:

   “Are you a successful candidate of the United Nations Secretariat language competitive examination?”

7. Where a Hiring Manager wants to have a question included in the questions library he/she should submit this question in the following format to the Chief of the local human resources office or the applicable executive office who will direct the question to the applicable Executive Office or Recruiter for approval and inclusion into the questions library. The request must contain:
a. Job Network  
b. Job Family  
c. Category & Level (If applicable)  
d. Full question  
e. Answer description (Example: Yes = Correct Answer or No = Wrong Answer)  
f. Eliminating question (Yes or NO)  
g. Summary of the full question (maximum limit of 30 characters)  
h. Keyword (E.g Eligibility)

For example:

Job Network - Management and Operational Support  
Job Family - Finance  
Category & Level - P4  

Full question - Do you have a minimum of seven years of progressively responsible experience in administration, finance, accounting, human resources management or related field?

Answer description - Yes - correct answer  No - wrong answer

Eliminating Question - Yes  
Summary of the full question - Years of Experience  
Keyword - Eligibility

5.5 Creating the Job Opening

For procedures on how to use inspira to complete the job opening, refer to Section 6.5: Complete the Job Opening.

The Hiring Manager is responsible for the accuracy of the evaluation criteria. However, he/she may request assistance from the Human Resources recruitment team.

1. The job opening is the description of the available position that will be published on the United Nations Careers Portal. It must be aligned with the base document (a GJP, previously published job opening or JD) and the evaluation criteria and is prepared in line with the guidelines provided in this section. While the evaluation criteria stipulate the requirements against which applicants are assessed, the job posting further defines ‘required’ versus ‘desirable’ qualifications, particularly under the competency ‘Professionalism’. When preparing the job opening, it must be ensured that any modifications that are made to the GJP or JD do not deviate by more than 30% and do not affect the classified level of the post.
2. Ideally, in print, the entire job opening should not be longer than the size of an A4 format page.

3. Every job opening contains the following mandatory information:
   a. Posting title and level
   b. Department/Office/Mission
   c. Organizational Setting and Reporting line
   d. Responsibilities
   e. Competencies
   f. Education
   g. Work Experience
   h. Languages
   i. Assessment Methods

4. The job opening contains the following additional information:
   a. Special Notice

5. All job openings will contain the following static information, which appears at the end of the job posting:
   a. No Fee statement
   b. United Nations Considerations statement

5.5.1 Understanding the Job Opening Number Nomenclature

1. The job opening number is generated by *inspira* based on the advertised position’s attributes. It consists of abbreviations of the calendar year, the job family, the department, a system-generated number, the position type and the duty station or multiple duty stations in addition to a letter indicating the post nature. An example of a job opening number and an explanation of the elements that comprise the job opening number is provided below.

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Number</th>
<th>Duty Station</th>
</tr>
</thead>
<tbody>
<tr>
<td>10-ECO-DESA-16281-R-NEW YORK(G)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Year**: 10 for 2010
- **Job Family**: ECO for Economic
5.5.1.1 Posting Title

The posting title as reflected in the published job opening may be clarified from that of the Job Code, GJP or classified job description to better capture the position's actual functions in a particular office. For example, ‘Senior Economic Affairs Officer’ might be changed to ‘Senior Water Transport Officer’, ‘Programme Management Officer’ to ‘Human Settlements Officer’ or ‘Chief of Service’ to ‘Chief, Budget and Performance Reporting Service’. Professional project-related positions would typically be advertised as ‘Expert, Crime Prevention and Criminal Justice’ or ‘Expert, Terrorism Prevention’, etc.

5.5.1.2 Org. Settings and Reporting Line

1. The Org. Settings and Reporting Line briefly explains in one to three lines the organizational unit's mission and the reporting line for the position being advertised. For offices with websites, a URL for applicants to review office structures and mandate achievements is provided. Applicants are very interested in the size, location, history and work environment. The United Nations Careers Portal or an office's individual website provides further information.

2. In order to ensure consistency, the following text is suggested:

   “This position is located…..” (indicate the Department, Division and Section)
“The main…….” (briefly describe the mandate)

“The incumbent reports to …..” (indicate the title of the department’s Chief)

5.5.1.3 Responsibilities

1. The job responsibilities are a description of the main tasks and duties of the position and should be attractive and clear to understand for potential applicants. This description should not be copied wholesale from the GJP or JD, but be carefully selected according to relevance, so that the job opening accurately and objectively captures the main elements. This description should be free of jargon, technical terms and should avoid acronyms. Where the Hiring Manager makes modifications to the selected text of a GJP to better capture the relevance and specifics of the tasks performed, these modifications should not exceed 30% of the GJP. They must objectively and accurately portray the actual responsibilities and be in line with the classified level of the position.

2. The main substantive functions of the position should be reflected ideally as follows:
   a. From major to minor or less frequent;
   b. Reflect what the incumbent actually ‘does’, i.e. writes, prepares, translates, etc.;
   c. Indicate, where applicable, what bodies (e.g. the General Assembly or the Commission on Sustainable Development) the incumbent writes reports for; and
   d. Whom he/she interacts, works with, supervises or assists.

3. In order to ensure consistency, the following text is suggested:

   “Under the [overall/direct] supervision of the [Director/Chief of ABC Section/Unit of the XYZ Division/Branch], the incumbent is responsible for:……”

Provide seven (7) main tasks and duties of the position. Number each task and begin each phrase with words such as: Contribute, Participate, Develop and Perform. The 8th task should contain the following phrase:

“Performs other related duties as required.”

5.5.1.4 Competencies

1. Every GJP and individually classified job description includes a set of applicable United Nations Secretariat competencies with their respective standard descriptions.
   a. For position in the General Service and related categories, the three most relevant competencies, one of which is Professionalism, are included in the evaluation criteria for job openings.
   b. For positions at the Professional and higher levels, the three most relevant competencies, are stated, plus two managerial competencies for managerial positions. The same number of competencies shall be listed in the published job opening.

2. These definitions enable a common understanding of the core competency required of all staff, namely the combination of skills, personal attributes and behaviour assist in building and maintaining the capacity of staff and in promoting a new organizational culture.
3. For job openings in the professional category, the competency ‘Professionalism’ is included and should be defined in terms of job-related requirements, i.e. expertise and skills that are essential to the functions of the particular position.

4. While the standard descriptions of the competencies must not be changed from those contained in the competency booklet ‘United Nations Competencies for the Future’, the overall amount of descriptions may be reduced. The description of the competency ‘Professionalism’ may be expanded and specific requirements for knowledge, skills and abilities relevant to the position under recruitment may be added. These must be in line with those selected under the evaluation criteria and form the basis for the evaluation and assessment of an applicant’s skills and the respective levels required.

5. The functions related to the position are not to be included under the description of the competency ‘Professionalism’, but must be reflected under the description of the responsibilities.

5.5.1.5 Education

1. The educational requirements reflect the minimum organizational standard requirements for a given grade and job title. These should not be changed from the GJP/job description; however, additional educational requirements may be listed as required and/or desirable in line with those stated in the evaluation criteria to set additional criteria for selection of qualified and best-qualified candidates.

2. Required educational requirements are listed first, followed by desired qualifications. The following phrases must be used:

   a. For posts in the Professional and higher categories:

   “A first-level university degree in [field(s) of study], or related field.” (N.B. First level university degree may not be substituted by relevant experience.)

   - or -

   “An advanced university degree (Masters degree or equivalent) in [field(s) of study], or in a related area. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.”

   b. For professional category language posts, the following phrase must be used:

   “Degree from a university or an institution of equivalent status. Must have passed the United Nations Secretariat language competitive examination for [Arabic Translators/Spanish Editors/etc.]”

   c. Professional certifications, where required or desired, are also indicated. This could, for instance, refer to a certified accountant or a public procurement certification, CISCO certification, etc.

   d. Where the Organization requires internal certification for professional category positions performing significant functions in financial, human and physical resources as well as information and communications technology, this is also to be specified. The following standard phrase is recommended:

   6 ST/SGB/2005/7 dated 13 April 2005 entitled Designation of staff members performing significant functions in the management of financial, human and physical resources as well as information and communications technology”. 
“The successful candidate will require an additional internal certification review to confirm the designation to carry out significant functions in human, financial or physical resources as well as information and communications technology.”

e. For posts in the General Service and related categories:

“High school diploma or equivalent. Must have passed the United Nations Administrative Support Assessment Test (UNASAT) at Headquarters or at a certified test centre at Offices Away from Headquarters.”

3. Functions in certain occupational groups or job families such as Security, Mine Action and Crime Prevention, may have different standards for the minimum education requirements. These are reflected in their respective GJPs. A first-level university degree may, in consultation with the Recruiter, be substituted with a diploma from a police or military academy, which may be considered its equivalent.

4. Where a job opening for a Professional and higher category stipulates that a first-level university degree may be substituted by another degree from e.g. a police academy, or another relevant diploma typically in the areas mentioned above, and the selected candidate meets the requirements as stipulated in the job opening, four additional years are added to the minimum requirement for Step 1 at the respective level to acknowledge the lack of the first-level university degree.

5. Descriptions of required experience should not be placed under this heading. They are indicated under the heading ‘Experience’.

5.5.1.6 Work Experience

1. The required work experience is defined in such a way as to attract a suitable pool of qualified applicants. Job openings that are too generally defined might attract a large pool of applicants who are generally qualified but do not necessarily meet the specific requirements of the position. Alternatively, if the required experience is too specific, this may eliminate perfectly suitable applicants who lack a narrowly defined requirement. Too narrow a description could also lead to concerns that the job opening has been tailored to suit a particular applicant.

2. Clearly defined experience criteria, whether required or desirable, allow potential applicants to better understand the type of background sought and help him/her decide whether or not to submit an application. They allow applicants to customize their applications to the language of specific requirements and describe in their cover letter how he/she best meet the experience requirements. At the same time, clearly defined experience facilitates pre-screening and evaluation of qualified applicants.

3. The nature of the required experience should not deviate from the GJP or classified job description and must have an eliminating question that:

   a. Reflects the required number of years in line with the provisions in the Managing Applicants section;

   b. Lists additional experience qualifications, first as ‘required’, then as ‘desirable’. Applicants must meet all ‘required’ criteria;

   c. Is relevant to the functions of the position, as reflected in the responsibilities of the position.
For example: “A minimum of seven years of progressively responsible experience in economic research and analysis, policy formulation, application of economic principles in development programmes or related area is required.”

5.5.1.7 Languages

1. The standard text provided in the GJP or JD for the minimum language requirements must be taken as a base for creating job openings. When justified, additional language requirements may be added within the suggested format. ‘Fluency’ or ‘Knowledge of’ as indicated in the evaluation criteria must be reflected in the job opening.

2. Under this item, all United Nations Secretariat job openings must include one of the following language texts:

“Fluency in one of the working languages of the United Nations Secretariat, English or French (both oral and written) is required, knowledge of the other is desirable. Knowledge of another United Nations official language is an advantage.”

3. The Hiring Manager is requested to include the description for the language requirement for the particular position(s) after ‘advertised’. The description for language requirements should generally be standard, depending on the requirements of the duty station where the position is located. For example, in locations that require fluency in only one language to carry out the functions, one of the following standard phrases is recommended:

“English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, fluency in oral and written English is required. Knowledge of a second official United Nations language is an advantage.”

   - or -

“English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, fluency in oral and written French is required. Knowledge of other official United Nations languages is desirable.”

4. The second phrase may be substituted to indicate a specific official United Nations Secretariat language. For example:

“English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, knowledge of Spanish is desirable.”

   - or -

“English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, knowledge of Arabic is highly desirable.”

5. In locations where more than one official language is required, the phrase may vary, as follows:

“English and French are the working languages of the United Nations Secretariat. For the position(s) advertised, fluency in oral and written French or English, with a good working knowledge of the other, is required. Knowledge of another official United Nations language is an advantage.”

6. For professional category language positions, the phrase used in the GJP should relate to the particular position. For example, for a French Translator, the following phrase should be used:
“A thorough command of French, which must be the main language, and an excellent knowledge of at least two other official languages, as tested by the relevant United Nations competitive examination.”

### 5.5.1.8 Assessment Methods

The assessment methods applied during the evaluation process are indicated in this area. Typically this would be the competency-based interview and/or a second methodology. Please refer to the section on Assessment Methodology for additional information.

Recruiters shall strongly encourage Hiring Managers to use the option of assessment methods.

a. If the Hiring Manager does not indicate that there may be an assessment, then any assessment performed will not be used to determine suitability for the advertised position.

b. Hiring Managers indicating an assessment will be used must then be prepared to administer such an assessment.

This sample phrase may be used in the Job Opening; “Evaluation of qualified applicants may include an assessment exercise which may be followed by a competency-based interview.”

### 5.5.1.9 Special Notice

1. Each position has one or more special attributes attached to them, for example, that funding may only be available for a certain period of time, as is often the case for project positions, or that recruitment is effected on a local basis, as is the case for positions in the General Service and related categories. Any limitation to the position as may be determined by the ‘post nature’ described in the section on ‘Understanding the Job Opening Number Nomenclature’ is clarified by a special notice disclaimer in the job opening, making reference to such special conditions as applicable. For this purpose, a list of pre-formulated phrases is available from which the applicable phrases are chosen as relevant to the position under recruitment in consultation with the Recruiter.

2. Examples of such disclaimers are:

   “This position is for local recruitment. External candidates will be considered only when no suitable internal candidate from the duty station is identified.”

   - or -

   “Recruitment for this position is done on a local basis, whether or not the candidate is a resident of the duty station.

   **Passing the Administrative Assessment Support Test (ASAT) at Headquarters or an equivalent recognised locally-administered test at a United Nations Office is a prerequisite for recruitment consideration in the General Service category in the United Nations Secretariat.**

   (The above sample disclaimers only apply to positions in the General Service and related categories for which recruitment is on a local basis).

   - or -

   “This position is funded for a finite period of [...] and may be subject to extension.” (applies to positions funded by extra-budgetary resources).

   - or -
“Appointment to this position is limited to a finite period of one (1) year, due to the incumbent being on Special Leave Without Pay (SLWOP)/ on secondment of the regular incumbent to another organization of the UN Common system/ on assignment of the regular incumbent to a mission. Further extension/s of appointment will be dependent upon the return of the incumbent who maintains a lien against this post. If the selected candidate is an internal staff member of the UN Secretariat, the selection will be recorded as a temporary assignment.”

- or -

“These positions have funding for finite periods.” (where applicable)

- or -

“Vacant position for Roster Purposes - Multiple duty stations (for entities with approval for roster-based recruitment).”

- or -

“Extension of the appointment is subject to extension of the mandate and/or the availability of the funds.”

- or -

“Appointment to this post is limited to service within the Department of _____.”

- or -

“Staff Members are subject to the authority of the Secretary-General and to assignment by the Secretary-General. In this context, all staff are expected to move periodically to new functions in their careers in accordance with established rules and procedures.”

5.5.1.10 No Fee statement

The following statement is automatically included in every job opening:

“The United Nations does not charge a fee at any stage of the recruitment process (application, interview meeting, processing, training, or any other fees). The United Nations does not concern itself with information on applicants’ bank accounts.”

5.5.1.11 United Nations Considerations Statement

The following statement is automatically included in every job opening:

“The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. (Charter of the United Nations - Chapter 3, article 8). The United Nations Secretariat is a non-smoking environment.”

5.5.1.12 Job Posting Destinations

The deadline date by which the applications must be received will be entered by the Recruiter when the job opening is approved, has been translated where applicable and is ready for posting. Please refer to the section on Job Opening Deadlines.
5.6 Submitting the Job Opening for Review and Approval

1. Before submitting a draft job opening for review and approval, it is recommended to ensure once again that the provisions of the What Makes a Good Job Opening section have been followed and that any additional qualification requirements are:
   a. Justified and linked to the responsibilities of the position;
   b. To the extent possible, desirable rather than required;
   c. To avoid any typing mistakes, spell-checked.

5.7 Understanding the Translation Requirements of the Job Openings

1. Job openings at the Professional and higher categories are published in English and French, the official working languages of the United Nations Secretariat.

2. Positions at the General Service and related categories are normally published in English. At duty stations where the main working language is French, they are also published in French. In some cases, where proficiency of an additional language is required and/or desirable, including the local language of the duty station, as may be the case in field-based initiatives and in order to attract a larger pool of qualified applicants, job openings may be translated and published also in such languages.

5.8 Understanding the Central Review Body Review

1. The following paragraph briefly outlines the functions of the Central Review bodies as regards the review of the evaluation criteria. For further details on the role and responsibilities as well as rules of procedure refer to the Understanding the Role of the Central Review bodies chapter.

2. The Central Review bodies review and approve the evaluation criteria of job openings created based on individually classified job descriptions.

5.9 Understanding the Job Opening Status

The boxes in the Job Opening’s Approval Process window represent either a person or group (e.g. the Central Review body) who need to review and approve the job opening before it can be posted. Each box identifies the person who has been designated as the primary person in their particular role for this job opening. At the top of each box there is a status bar which shows where in the approval process the job opening sits. In the middle of each box is the name of the person responsible for approving or denying the job opening and under their name is their role.

For procedures on how to use inspira to view the Job Openings’ Status refer to Section 6.11: Viewing the Status of a Job Opening.
The valid values for the boxes in the Job Opening’s Approval Process are:

- Pending
- Not Routed
- Approved
- Skipped
- Denied

5.10 Understanding the Job Opening Deadline

1. Once a job opening has been prepared for posting, the Recruiter sets the deadline as follows:
   a. For position-specific job openings at the Professional and higher categories the deadline is 60 calendar days after posting unless, in cases of unanticipated job openings where immediate operational requirements for positions that are not funded by the regular budget and/or are not core functions, the Recruiter may exceptionally approve a 30 calendar day deadline;
   b. For position-specific job openings for peacekeeping operations and special political missions in the field, the deadline is 30 calendar days after posting, unless the Department of Field Support exceptionally approves a 15 calendar day deadline if necessary to meet immediate operational requirements;
   c. For project funded positions at all duty stations and whose functions relate to carrying out activities directly linked to humanitarian, human rights and technical cooperation implementation in field duty stations and project funded positions, the deadline is 30

7 ST/AI/2010/3 dated 22 April 2010 on the Staff Selection System.
calendar days after posting, unless the local human resources office has exceptionally approved a 15 calendar day deadline. Project funded positions shall carry a clause stating that this particular position is funded for a finite period of one or two years, as appropriate, and may be subject to extension;

d. For job openings in the General Service and related categories the deadline is 30 calendar days after posting;

e. Generic job openings shall be advertised for a minimum of 15 calendar days and / or may carry a deadline not to exceed 120 days after the posting date and / or may be closed when a sufficient number of qualified candidates have been rostered. Generic job openings shall contain information on the location of current and/or expected vacancies and a clause making reference to the generic nature and roster purpose.

2. When a job opening deadline has been set, the Recruiter shall then make the final approval of the job opening in order to post it. An automatic notification will be sent to the Hiring Team in this regard, indicating the recommended time-line for the job opening.
5.11 Understanding the Cancellation and Re-advertisement of the Job Opening

1. The Hiring Manager shall make every effort to accurately reflect the requirements of the job opening in the posting information and evaluation criteria, before posting the opening.

2. Changes to a “draft” or “pending approval” job opening are allowed while the approval process is still in progress. The approving parties may return or ‘push back’ the case to each other, as appropriate, for additional review and changes, before posting by the Recruiter.

3. Changes to a published job opening are not allowed. This prohibition includes any extension of the posting period, excepting instances of a technical upgrade to the system which would render inspira unavailable over 24 hours. However, should changes be requested to a published job opening, the Hiring Manager must provide a detailed written justification explaining the reasons for changes to the Senior Recruiter. The Senior Recruiter will cancel the job opening and if applicable, the Hiring Manager will create a new job opening with the necessary changes. The Recruiter will inform all applicants who have applied of the cancellation of the job opening and, if applicable, re-advertisement.

4. When the request to fill a position is withdrawn during the approval process of the job opening, the job opening can be cancelled (denied) by the Recruiter or Senior Recruiter, at the request of the Hiring Manager or the Staffing Table Manager.

5. When the position becomes no longer available after the job opening has been published, the Hiring Manager must provide a detailed written clarification for the reasons of cancellation to the Senior Recruiter. The Senior Recruiter will cancel the job opening and the Recruiter will inform all applicants who have applied of the cancellation.
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Chapter 6: Creating a Job Opening using inspira

6.1 Enter Primary Job Opening Information

Once you have identified the vacancy and base document that you will be using, a job request must be created and approved by the Staffing Table Manager and Senior Recruiter.

1. Log into inspira and select Main Menu > Recruiting > Create New Job Opening.

   It is suggested that you save your entries periodically (preferably when you complete a section or sub-section) to ensure no data is lost. inspira times out when no activity is detected after 60 minutes. A warning message appears several minutes before inspira times out.

2. On the Enter Primary Job Opening Information page, complete the following required fields:
   a. **Job Opening Type** - defaults to Standard Requisition the following options are available
      - **Standard Requisition** for job opening that have a specific deadline date by which the vacancy must be filled. It is used for all position-specific job openings.
      - **D2 Level JO** for all job opening advertised at the D2 level. It is important for this option to be selected for the D2 level JOs as it enables the proper execution of a selection on the JO.
      - **Continuous Job Opening** for job openings which have an estimated number of vacancies and no specific deadline by which those vacancies must be filled. It is used for roster-based recruitment.
   b. **Business Unit** - defaults to the Hiring Manager’s department, if another department is the requesting department, then click on the lookup icon and select the requesting department.

   The STM of the requesting department must add the Hiring Manager to the Hiring Team in order for the Hiring Manager to see the job opening in their pending approval box.
c. **Position** - until the position management module is fully functional, this field remains blank.

d. **Job Code** - click on the lookup icon, locate and select the job code associated to the position. There is one job code for each job family/functional title/level combination. For example: Job code 1015 = FIN/Accountant/P-5. Please carefully select the job code or consult the Executive Office for advice regarding the appropriate job code to select.

e. **Posting Title** - by default, this field is automatically populated with the position title when the Job Code was selected. This title may be changed from the source document to better capture the position’s actual functions in a particular office. For example: Accountant may be changed to Accounts Payable Accountant.

f. **Source** - this field appears when a GJP or previously approved job opening was selected. It displays the type of GJP selected (e.g. GJP - ACCOUNTANT, P5) or the previously approved job opening selected (e.g. JO 18152 - ACCOUNTANT P5).

3. In the Create Job Opening Options section, indicate the base document you will use to create the job opening. Your options are:

- **New Job Opening** - By default, New Job Opening is selected. This option is used when creating a job opening from scratch. You can still use an individually classified job description, GJP or approved job opening as your base document, but you would have to enter the information.

Select **New Job Opening** and click on **Continue**, the Job Request page appears.

- **Based on GJP** - Selected when creating a job opening based on a GJP. This option will pre-populate some of the job opening fields with contents from the GJP. You will be able to make modifications to the contents.

  a) Select **Based on GJP**, the Select GJP link appears.
  
b) Click on the Select GJP link. The Search for GJP page appears, proceed to search for the applicable GJP.

  The search criterion that appears is associated to the job code selected on the previous page and should not be changed.

  c) Click on **Search**, the corresponding GJP appears in the Search Results section.
d) Select the GJP; the Source Job Opening page opens, displaying the contents of the selected GJP.

e) Review the contents of the GJP and if you want to use this GJP, then click on the Select GJP button. Otherwise, click on the Return to Previous Page button.

f) Click on Continue, the Job Request page appears. Proceed to complete the Job Request.

- Based on Approved Job Opening - Selected when creating a job opening based on a previously approved job opening published within a time frame of one (1) year. This will pre-populate some of the job opening fields with contents from the previously approved job opening. You will be able to make modifications to the contents.

  a) Select Based on Approved Job Opening, the Select Approved Job Opening link appears.

  b) Click on the Select Approved Job Opening link. The Search for Approved JO page appears, proceed to search for the applicable job opening

  c) Enter additional search criteria, if applicable.
d) Click on **Search**, a list of approved job openings that match the job code appear in the **Search Results** section.

e) Select a job opening from the list of results. The **Source Job Opening** page opens displaying the contents of the selected job opening.

d) Click on **Search**, a list of approved job openings that match the job code appear in the **Search Results** section.

e) Select a job opening from the list of results. The **Source Job Opening** page opens displaying the contents of the selected job opening.

**6.2 Create Job Request**

Some of the fields on the **Job Details** page will be pre-populated with the information entered on the **Enter Primary Job Opening Information** page and can not be changed. If a GJP or previously approved job opening was selected, some of the fields will be pre-
populated with contents from those documents. Complete or modify the following fields:

1. **Openings to Fill** - represents whether there are limited or unlimited openings for this position. Select one of the following:
   - **Limited** - default value, indicates that there are a limited number of openings to be filled. This option is selected for position-specific job openings.
   - **Unlimited** - indicates that there are an unlimited number of openings to be filled. This option would be chosen for generic job openings.

2. **Target Openings** - by default the value is 1, enter the number of openings to be filled by this job opening.

3. **Available Openings** - by default the value is 1, enter the number of available openings, this should be the same number as the Target Openings. This represents the maximum number of candidates that can be selected at the selection stage for this job opening.

4. **Business Unit** - Defaults to your department or the selection made on the previous page. If incorrect, cancel job request and change on the previous page.


6. **Department** - select the department for which the incumbent will work.

7. **Organizational Unit** - select the organizational unit for which the incumbent will work.

8. **Duty Station** - select the duty station of the position. If there are multiple positions at multiple duty stations, click on the **Add Additional Duty Stations** link to add other duty stations.

9. **Status Code** - displays the status of the job opening which remains 'Draft' until it is sent for approval.

10. **Status Reason** - this field remains blank.

11. **Status Date** - displays the effective date of the current status of the job details.

12. **Desired Start Date** - optional, date the candidate is expected to take on the responsibilities of this position.

13. **Projected Fill Date** - optional, date the Hiring Manager expects to fill this position.

14. **Roster Type** - this field must remain blank.

15. **Source Type** - select the source type if you have chosen the New Job Opening option on the previous page. Otherwise, this field will be pre-populated with the values **GJP** or **Approved JO**.
   - **Approved JO** - source is a previously approved job opening (**Central Review body** approval of the evaluation criteria is not required)
   - **GJP** - source is an approved generic job profile (**Central Review body** approval of the evaluation criteria is not required)
   - **JD** - source is a individually classified job description (**Central Review body** approval of the evaluation criteria is required)
   - **JO** - source is a job opening that has not been approved or it has been over 1 year since it’s posting (**Central Review body** approval of the evaluation criteria is required)

16. **Positions** - until the position management module is fully functional, this field remains blank.

17. **Post Nature** - select the relevant post nature.
18. **Employees Being Replaced** - if applicable, the Staffing Table Manager provides information. Click on the Lookup icon and select the name of the staff member being replaced. A staff member may be replaced due to imminent retirement or selection for another position or any other separation. If more than one incumbent is being replaced, click on the **Add Employees Being Replaced** link to add each incumbent.

19. **Job Code** - defaults to the job code selected on the previous page. If incorrect, cancel job request and change on the previous page. Otherwise, do not change.

20. Save the job request.

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6.3 Assign an Alternate Hiring Manager

Prior to submitting the job request for approval to the Staffing Table Manager, as the primary Hiring Manager you can delegate the creation of the job opening to an alternate, assistant or another member of your team.

You, as the primary Hiring Manager, retain full responsibility for all actions taken by the other members of your team and have final approval authority of the job opening.

To designate additional Hiring Managers:

1. Click on the **Hiring Team** link.
2. In the Hiring Manager section click on the **Add Hiring Managers** link.
3. Click on the Lookup icon, locate and select the alternate and/or assistant Hiring Manager who are to be associated with this job requisition.
4. If there is more than one alternate and/or assistant Hiring Manager to be assigned to this particular job opening, repeat the above steps for each additional individual.

6.4 Complete the Job Opening

The Hiring Manager is responsible for the accuracy of the information entered in the Job Opening. If necessary, he/she may request assistance from the Human Resources recruitment team.

Continue with the creation of the job opening and evaluation criteria by completing the following sections:

- Evaluation Criteria
- Job Postings

6.4.1 Enter or Modify the Evaluation Criteria

If you used a GJP or previously approved job opening as your base document, the fields will be pre-populated with the contents from the base document. It should not be a copy of the generic job profile or previously approved job opening but an excerpt tailored to the criteria and requirements of the position by no more than 30%.

The information in this section reflects impartially the evaluation criteria against which applicants are pre-screened and assessed. Where an applicant does not meet one or more of these requirements, the applicant is screened out as he/she is considered not eligible.

The requirements listed as the evaluation criteria are identical to those in the job posting. A criterion that is not mentioned in the job opening must not be included in the evaluation criteria. Any criteria not listed here, can not be used to evaluate the applicant during the evaluation process.

1. Log into inspira and in the inspira Inbox section click on the Pending JO Approvals link.

2. On the Pending Approval page, locate and open the job opening.
3. On the Job Opening page, click on the Evaluation Criteria link and complete the following sections:

### 6.4.1.1 Work Experience

The work experience requirement reflects the minimum amount of work experience required for the position. If you selected a GJP or approved job opening, these fields will be pre-populated.

1. **Years of Work Experience** - enter the minimum number of years of work experience as required for this position and check the **Required** field.

2. **Field of Work** - Click on the lookup icon and select the applicable field of work. If you cannot find the field of work, select 1P.

3. **Area of Speciality** - Click on the lookup icon and select the area of speciality. If you have selected 1P, then leave this field blank.

4. You can add additional fields of work by clicking on the **Add Field of Work** link.

5. **Required** - Select this field to invoke automated pre-screening on the years of work experience.

6. Click on **Save** to save your entries.

### 6.4.1.2 Education

The educational requirement reflects the minimum organizational standard requirements as required for this position. If you selected a GJP or approved job opening, these fields will be pre-populated.

1. **Minimum Requirement** - Select the applicable minimum education requirement from the list and click on **Required**.
   
   a. For positions in the General Service and related categories, select C-HS Diploma.
   
   b. For positions in the Professional and higher categories, normally select E-Bachelors.
   
   c. For positions at the National Professional Officer levels, normally select E-Bachelors.

2. **Required** - Select this field to invoke automated pre-screening.

3. Click on **Save** to save your entries.
6.4.1.3 Degrees

The degree requirement reflects the applicable degree required for this position. This field is not pre-populated.

1. **Degree** - Select the applicable degree from the list.
2. You can add additional degrees by clicking on the **Add Degrees** link.
3. Click on **Save** to save your entries.

6.4.1.4 Licenses and Certificates

The licenses and certificates section reflects licenses and certificates required for the position. This field is not pre-populated.

1. **License or Certificate** - Select the required license or certification for the position.
2. To add additional License/Certification requirements, click on the **Add Licenses/Certifications** link.
3. Click on **Save** to save your entries.

6.4.1.5 Languages

The language requirement reflects the language(s) the applicant must have knowledge of or be fluent in for this position. At a minimum the applicant must be fluent in one of the United Nations working languages, which are English and French. If you selected a GJP or approved job opening, these fields will be pre-populated.

Below are the steps to follow for adding simple language combinations to a job opening;

1. **Language** - select the required language(s) for this position.
2. **Level of Knowledge** - Select how proficient the applicant must be in the selected language.
   - Fluency - equals ‘fluent’ in all four areas (speak, read, write, and understand)
   - Knowledge of - equals a rating of ‘proficient’ in any two out of the four areas.

3. **Required** - select this field to invoke automated pre-screening for the language that is required. For languages that are considered desirable, “required” is not selected but you will evaluate the applicants against the desirable element at the evaluation and assessment stage.

4. To add additional language requirements, click on the **Add Languages** link

5. Click on **Save** to save your entries.

In some few instances, a Job Opening may require a “Complex Language Combination”. In such cases, the “Complex Language Combination” option may be used.

1. Click on the “Complex Language Combination” link

2. Enter the first language combination by selecting the first language and then click on the **Add Languages** link to add the second language within one “Language Combination box”.

3. Click on the **Add Languages** link at the top right hand corner of the Additional Languages combination screen to add a second language combination box if required.

4. Click on the “Preview Language Combination” button to verify the combinations created.

5. Click the “OK” button to return to the “Evaluation Criteria” page.

6. Click on **Save** to save your entries.

**Note**: A summary of the Complex language combinations created will not appear on the “Evaluation Criteria” Page.

Example: The screen shot above reflects the Complex Language Combination of “Fluency in English or French is required and knowledge of Zulu or Xhosa is required”.

**Note**: Candidates will by default be pre-screened by the automated pre-screening based on each language combination entered and the assigned “level of knowledge”.
6.4.1.6 Tests

The test requirement reflects the assessment method that will be used to evaluate a short-listed applicant’s substantive knowledge in line with the requirements of the position. Where an assessment was indicated, the short-listed applicant(s) must successfully pass the test for further consideration.

1. Tests - review and verify that the selected test(s) is correct and in line with the requirements for the position. If the test is required for the position, the required field should have been checked. If the information appears inconsistent with the job opening, provide guidance to the Hiring Manager on the changes that are necessary.

2. Click on **Save** to save your entries.

6.4.1.7 Competencies

The competencies requirement reflects the combination of skills, attributes and behaviours that are directly related to successful performance on the job. Core competencies are the skills, attributes and behaviours which are considered important for all staff of the Organization, regardless of his/her function or level.

Managerial competencies are the skills, attributes and behaviours which are considered essential for the staff with managerial or supervisory responsibilities. If you selected a GJP or approved job opening, these fields will be pre-populated.

1. **Competency** - Select the following competencies:
   a. For positions at the Professional and higher levels, select the three most relevant competencies, one of which is Professionalism, for this job plus two managerial competencies for managerial positions.
   b. For positions in the General Services and related categories, select the three most relevant competencies, one of which is Professionalism.
2. Click on **Save** to save your entries.

### 6.4.1.8 Skills

The skills requirements are still under development and will remain blank for now.

Currently, any other skills required and/or desirable will be stipulated in the published job opening under the competency Professionalism.

### 6.4.1.9 Screening Questions

The screening questions reflect position-specific questions taken from the Skills library. If you selected a GJP or approved job opening, these fields will be pre-populated.

For each job opening, a series of screening questions (between 10 and 15) from the screening questions library is associated with the job opening. These are yes/no, true/false or multiple choice questions, which are objective and related to the job and will assist in filtering applicants. A threshold of 80% is required to pass. Obtaining this grade is a prerequisite for releasing an applicant to you (the Hiring Manager) for review.

In addition you may also include eliminating questions for which if the applicant answers these questions incorrectly they will be screened out regardless of whether they have achieved the passing grade threshold of 80%.

Include questions about:

- GJP and Level Related Question (eliminatory)
- Level of Experience
- Eligibility Requirement
- Knowledge and Skills as per the evaluation criteria and responsibilities

For all General Service and related categories job openings you must include an eliminating question about the ASAT.

1. **Screening Questions** - Click on the **Add Screening Questions** link.
2. Enter or modify the search criteria. Some of the fields will be pre-populated with information from the job opening.

**Tips on Searching for Questions**

- When selecting a keyword, the keywords listed are associated to the type of question you are looking for, for example, selecting Eligibility will retrieve questions about eligibility for the selected Job Network and Job Family.

- If your search returns no results, this means the question you are looking for applies to all job openings. Remove the Category and Level selections to see all general questions for the selected Job Network and Job Family.

> You can also extract the screening question list to an Excel format. Conduct a search with no criteria entered; this will result in an extensive list. Click on the “Download” button. This will generate an Excel sheet with all the questions.

3. Place a check mark next to the question(s) you want to add to the job opening.
6.5 Creating the Job Posting

The Hiring Manager is responsible for the accuracy of the information entered in the Job Posting. If necessary, he/she may request assistance from the Human Resources recruitment team.

This section contains the description of the job opening that will be published on the Careers Portal. It must be aligned with the base document (GJP, classified job description or previously approved job opening) and the evaluation criteria.

This section needs to be completed only for job openings that will be published; not all job openings need to be published.

6.5.1 Tips on Completing the Job Postings Section

The information entered in the Job Postings section will be published as the job opening on the Careers Portal. The text must be aligned with the source document and the evaluation criteria, although the job posting may contain more elements than the evaluation criteria. When preparing the job opening, you must ensure that any modifications that you make to the contents imported from the source document do not affect the classified level of the post and do not deviate more than 30% from the GJP. Ideally, the entire job opening should, in print version, not be longer than the size of an A4 formatted page.

To ensure that an accurate and thorough description is provided for each heading, you can first edit the text for the job opening in MS Word (or any other word processing application), copy the appropriate text from the base document or description section for each heading (if using a GJP or approved job opening) and make the necessary edits.

Once you are satisfied with the text of the job opening, you can then cut and paste each description into the appropriate fields in inspira.
Every job posting must contain the following required categories:

- Posting title and level
- Department/office
- Organizational Settings and Reporting line
- Responsibilities
- Competencies
- Education
- Work experience
- Languages
- Assessment methods
- Special Notices

Every job posting contains the following information:

- United Nations Considerations
- No Fees Statement

### 6.5.2 Prepare the Job Posting

If you had used a GJP or approved job opening as your base document, some of these fields will be pre-populated. Review and modify accordingly.

1. **Job Posting** - Perform one of the following steps:
   - If you chose to create the job opening from scratch, click on the **Add Job Posting** link.
   - If you chose to create the job opening from a GJP or previously approved job opening, click on the Posting title.

2. **Posting Title** - You may change the title to better capture the position’s actual function (format: initial capitalization, e.g. Human Resource Officer).

3. **Visible** - Select Internal and External. All job openings are posted internally and externally.

4. **Description Type** - Select the heading for the description, you must select a heading for each of the required job opening information.

5. **Description ID** - This field will be ‘blank’ or in cases where standard text is available, you can select the applicable option.

6. **Description** - This field will be ‘blank’ or in cases where standard text was selected in the Description ID field, the text will appear here. Enter or edit the text to reflect the position.

7. **Add Posting Descriptions** - Click on this link to add the description for the next heading. A description for each required information must be entered.

8. **Preview** and **OK** - Once all the mandatory information has been added, click on **Preview** to view the job opening as it will be posted and then on **OK** to save the information. If you wish to refer to the Evaluation Criteria, click on the link in the upper-right hand corner of the Posting Information page.

9. **Save** - Click on one of the following options:
   - **Save as Draft** - You can continue making changes to the Job Opening but it will not be routed to the **Staffing Table Manager** until you click on **Save & Submit**.
   - **Save & Submit** - The job opening will be routed to the **Staffing Table Manager**.
6.6 Submit the Job Request to the Staffing Table Manager

Once you have completed a draft job opening, click on the Submit button. The job request will be saved and routed to the Staffing Table Manager identified in the business unit (EO) for review and approval. No further changes will be allowed. The Staffing Table Manager will route the job request to the Senior Recruiter in OHRM who will add the recruiting team. Once approved by the Senior Recruiter, you will be able to continue with the finalization of the job opening.

The Staffing Table Manager performs the following steps prior to approving a job opening:

- Confirms availability of funding;
- Job Opening will be based on a Classified Job Description or Generic Job Profile;
- Post information is correctly recorded;
- Provides the names of Staff members holding a Temporary appointment that have encumbered the post being advertised within the last six months period (if applicable);
- Confirms the accuracy of the information in the job details - including confirmation that the job code, the evaluation criteria and the draft job opening have been properly completed;
- Assigns the Primary Hiring Manager and Senior Recruiter (Interested Party).

Once the Staffing Table Manager has reviewed and confirmed the information in the Job Opening and found that all the information is correct, he/she will assign the primary Hiring Manager and Senior Recruiter (Interested Party) prior to approving the job opening. The primary Hiring Manager selected will be responsible for the job opening.

The Primary Hiring Manager assigned to the JO will receive all the automated system generated e-mails through the entire recruitment process.
6.7 Forward Job Opening to Recruiter

Once approved by the Senior Recruiter, proceed to forward the job opening to the Recruiter using the approval workflow.

1. From the Job Opening page, click on the Approvals link and complete the following fields:
   a. Comments Text - enter any relevant comments, such as ‘job opening ready for posting’
   b. Approve - click on Approve, the job opening will be routed to the Recruiter.

6.9 Modify a Non-Published Job Opening

Modifications can be made to a Job Opening provided it has not yet been published and is currently in your inspira “inbox”.

1. Log into inspira and from the menu, then select Recruiting>Pending Approvals.
2. Locate and open the job opening.
3. Proceed to make the necessary modifications to the following sections:
   - Evaluation Criteria
   - Job Postings

6.8 Communicating Submission Details

Once your have forwarded the job opening to the Recruiter, send an email to the Recruiter, Executive Office and the Hiring Team informing them that a job opening is ready for translation and posting by the Recruiter, include any relevant information.

6.10 Modifying or Cancelling a Published Job Opening

Should changes be requested in a job opening already published and/or if you wish to cancel the job opening for other reasons, you must provide a detailed written justification explaining the reasons to the Senior Recruiter. A new job opening has to be created.

The following rules apply when considering to cancel a published job opening:

1. The Hiring Manager shall make every effort to accurately reflect the requirements of the job opening in the job posting and evaluation criteria, before posting the opening.
2. Changes to a ‘draft’ or ‘pending approval’ job opening are allowed while the approval process is still in progress. The approving parties may return or “push-back” the case to each other, as appropriate, for additional review and changes, before reaching the final approval and posting by the Recruiter.
3. Changes to a published job opening are not allowed. However, should changes be requested to a published job opening, the Hiring
Manager must provide a detailed written justification explaining the reasons for changes to the Senior Recruiter. The Senior Recruiter will cancel the job posting and if applicable, the Hiring Manager will create a new job opening with the necessary changes. The Recruiter will inform all applicants who have applied of the cancellation of the posting and if applicable, re-advertisement.

4. When the request to fill a position is withdrawn during the approval process of the job requisition, the job requisition can be cancelled (denied) by the Senior Recruiter, at the request of the Hiring Manager or the Staffing Table Manager.

5. When the position becomes no longer available after the job opening has been published, the Hiring Manager must provide a detailed written clarification for the reasons of cancellation to the Senior Recruiter. The Senior Recruiter will cancel the job posting and the Recruiter will inform all applicants who have applied, if any.

6. In the event the assessment panel concludes that none of the applicants were found suitable for the position, the assessment of the applicants will be properly recorded in inspira by the Hiring Manager. The Hiring Manager will then submit to the Senior Recruiter a request to cancel the job opening, along with a detailed written justification explaining the reason why none of the applicants were found suitable.

7. The Hiring Manager shall be aware that a job opening cannot be cancelled as long as there is one (1) suitable candidate on the recommended list who has passed the assessment exercise. In this respect, reference is made to a judgment made in the UN Tribunal on cancellation of a vacancy announcement.

6.11 Viewing the Status of a Job Opening

To view the status for a particular job opening:

1. Log into inspira and from the menu select Recruiting>Pending Job Openings.
2. Select Job Assigned to me and Pending from the Display field.
3. Click on the Refresh icon to display the job opening(s) that match your criteria.
4. Locate and open the job opening you wish to view.
5. Click on the Approvals link and scroll down to the bottom of the Job Opening's Approval Process page to view the stages of the stage of the approval process.

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Footnotes:

8. Job openings which 160 days after initiation do not record any progress (i.e. movement through the various stages of the recruitment process) will be cancelled. In this case, the Hiring Manager will have to create a new job opening and start the process all over again.

Chapter 7: Understanding How Applications are Managed

This chapter provides insight on how applications are managed and applicants released to the Hiring Manager by the Recruiter. This includes the Recruiter conducting roster searches and including previously rostered candidates, as well as managing new applications received for a job opening. Eligibility criteria and the automated pre-screening are also discussed in detail. The chapter also highlights critical elements in applications flagged for manual HR assessment.

7.1 Overview

1. An applicant for a job opening may be a rostered applicant, a new applicant or a qualified applicant identified through a targeted outreach campaign.

2. For screening the basic eligibility of the large pool of applicants, an automated pre-screening mechanism will assist in filtering new applications, resulting in a qualitative improvement rather than a quantitative increase in applicants.

3. The automated pre-screening mechanism contains key conditions that will screen out non-eligible and non-qualified applicants from the outset based on the pre-determined eligibility requirements and commensurate with the job qualifications as stated in the job opening and evaluation criteria. It will eliminate duplication of screening the same extensive list of applicants and will apply efficient pre-screening based on objective criteria. inspira will keep a record of which criteria were checked to indicate that a particular condition was met or failed by an applicant. Where the Recruiter determines to overwrite the automated pre-screening results or makes a manual assessment, this is also recorded. Documentary evidence is maintained.

4. Where additional information is required, along with the response to the Recruiter’s correspondence, this is recorded as well.

5. A complete application consists of:
   a. The cover letter;
   b. Part of the profile;
   c. The application form; and
   d. The e-PAS reports (applicable to staff members only).

A Personal History Profile (PHP) is a date stamped version of the application form static for either a particular job opening or static as printed on a certain date.

6. Hiring team members (i.e. Recruiter, Hiring Manager, etc.), depending on their role in the evaluation of the application (profile and application) will have access to either a complete or partial application.
   a. The Recruiter will have access to the full application.
   b. The Hiring Manager will be able to view the following application information:

          | Address          | Preferences
          | Cover Letter     | Publications
          | Education        | Relations
          | Employment       | Response to Questions


c. The Central Review body will be able to view the following application information:

<table>
<thead>
<tr>
<th>General Details (Name, Date of Birth, Nationality, Gender)</th>
<th>Languages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Publications</td>
</tr>
<tr>
<td>Employment</td>
<td>Response to Questions</td>
</tr>
<tr>
<td>General Details (Name, Date of Birth, Nationality, Gender)</td>
<td>Skills Required for the Job Opening</td>
</tr>
<tr>
<td>Language</td>
<td>UN Training</td>
</tr>
</tbody>
</table>

7. Each application when viewed or printed will contain the name of the applicant, the index number (if UN Secretariat staff member), the date the application was printed, the job opening number, the date the application was submitted and the page number and total number of pages.
7.2 Managing New Applications

1. Applications must be submitted electronically as indicated in the job opening.

2. Every new application received passes through the automated pre-screening mechanism in line with the eligibility requirements and commensurate with the job qualifications as stated in the job opening and evaluation criteria. At the end of this process, each applicant is either found eligible, not eligible or forwarded to the Recruiter for an in-depth review. In case of the latter, the Recruiter has to make a decision as to whether this particular applicant is eligible or not for the particular job opening. Cases that are forwarded for a manual human resources review are discussed in more detail under each eligibility rule.

3. Individuals may apply for several job openings for which they feel qualified and eligible. Applying for a position-specific job opening carries an undertaking to accept it, if offered. An individual applying to generic job openings will be asked to indicate his/her interest in serving in specific peacekeeping operations, special political missions or other field-based initiatives. Staff members must submit a copy of their last two performance appraisals as part of their application. If there is a gap of six months or longer in the record of performance, or if no appraisal was completed within six months of the end of the preceding performance year, the staff member shall be deemed to have fully met the performance expectations during the period for which there is no performance appraisal record.

4. Where applications received from serving staff members holding an appointment other than a temporary appointment do not contain the required copies of the latest two performance appraisal reports, the Hiring Manager, in liaison with the Recruiter, shall request these documents in writing from the applicant, or if unavailable, a short explanation as to why these are not available. The Hiring Manager may expect to receive a reply within five working days.

5. Applications received for positions at the P-5 level from serving staff members holding an appointment other than a temporary appointment at the P-4 level are manually screened by the Recruiter in order to determine whether the applicant meets the eligibility requirements to prior lateral moves as set out in Section 6.3 of ST/AI/2010/3 dated 21 April 2010 on the Staff Selection System. The Recruiter shall request an applicant whose application does not contain sufficient information to make that determination, to supply additional supporting information to determine whether the applicant meets or does not meet the lateral move requirement, which could, for example, be a copy of a performance appraisal report or an attestation from the supervisor. The Recruiter will then use judgment based on the available information including IMIS data and related software bridge such as, e.g. the “EZ HR” tool in determining whether or not a particular applicant is eligible for consideration.

6. When a roster candidate applies to a job opening in the same job code for which they were rostered, the inspira tool will display a corresponding ‘roster flag’ next to the roster candidate’s profile. Galaxy and field rosters have been migrated into inspira and will also highlight that an applicant is being considered as a roster candidate.

7.3 Including Outreach Applicants

Once an outreach campaign has been launched to target any special recruitment interests (gender, geography, job family, etc.), OHRM or the local human resources office and Department of Field Support (DFS), as applicable, will have the authority to assess individual profiles of outreach applicants and to take those identified to meet the position requirements into consideration along with other applicants for job openings in question before the deadline date of the job openings.
7.4 Eligibility Rules: Reviewing Automated Pre-screening and Conducting HR Assessment

1. The paragraphs below outline the criteria used to determine whether an applicant is eligible for a job opening. Each rule is illustrated in the Pre-Screening and Eligibility Assessment Flow Diagrams section in the annex.

2. A serving staff member may be an internal or an external applicant.

3. The Type of Appointment (Fixed-term or Temporary) a serving staff member holds is a determining eligibility factor. For example, a Temporary Appointee, normally recruited for a maximum of 364 days (or extended to 729 days), who is recruited at the professional or higher category and placed in a position authorized for one year or longer may not apply for or be reappointed to his/her current position within six months of the end of his/her current service. The Appointment Status (Internal or External) - not to be confused with the Type of Appointment - of a serving staff member does not determine eligibility, but is a factor at the stage of selection.

4. An internal applicant is a staff member holding an appointment, under the Staff Rules, other than a temporary appointment, who has been recruited after a competitive process under Staff Rule 4.15 (following review by a Central Review body) or under Staff Rule 4.16 (through a competitive recruitment examination). Staff members of the separately administered United Nations funds and programmes are not considered internal applicants.

5. Staff members with limited appointment status who have previously served under the 100 series Staff Rules and who have not been recruited following a competitive process pursuant to Staff Rule 4.15 (following a review by a Central Review body) or Staff Rule 4.16 (through a competitive recruitment examination) serving in those entities under Section 3.3 of ST/AI/2010/3 dated 21 April 2010 where Heads of Departments/Offices/Missions have been delegated authority to appointment and promote staff up to and including the D-1 level for service limited to the entity concerned, are considered external applicants unless they apply for a position within the Department in which they currently serve. Staff members in those entities who have previously served under the 200 series Staff Rules and who have not been recruited following a competitive process pursuant to Staff Rule 4.15 (review by a Central Review body) are considered external applicants for all positions.

6. A serving staff member at the G-4 level becomes an internal applicant after one year of continuous service under a fixed-term appointment provided he/she has successfully passed the ASAT.

7. A serving staff member holding an appointment other than a temporary appointment shall not be eligible to apply for positions more than one level higher than their personal grade.

8. An external applicant is someone who at the time of his/her application is not employed by the United Nations Secretariat or who has not been recruited under Staff Rules 4.15 (following the review by Central Review body) and 4.16 (through a competitive recruitment examination). A staff member whose appointment is limited to service in a particular department or office is also considered an external applicant. Associate experts, consultants, individual contractors, interns, gratis personnel and staff from other organizations of the United Nations Common System are also considered external candidates.
7.4.1 Pre-screening

7.4.1.1 Age

1. An applicant must be between the ages of 18 and 59 years as of the application date to a job opening to be eligible for consideration.

2. The Recruiter will review an applicant who is 59 years of age or over and not currently employed by the Organization and will use judgment when making a determination as to whether the individual is suitable for a specific position.

3. Applicants who have reached or will reach the mandatory age of separation pursuant to staff regulations 9.2 less than 12 months after the date of application to a job opening shall be considered ineligible when applying for a position through inspira.

7.4.1.2 Criminal Record

1. An applicant is required to indicate whether he/she has ever been arrested, indicted or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations). An applicant whose answer is 'yes' is required to provide further details on each case.

2. An application indicating a 'yes' to this question is reviewed by the Recruiter. Based on the answer the Recruiter will make a determination as to whether the applicant is eligible for consideration. When in doubt, the case is referred to the Chief of the Headquarters Staffing Section for all levels of positions administered by UNHQ's OHRM or to the attention of the Chief of the Recruitment and Placement Unit/Section of the respective local human resources office or the Director of the Field Personnel Division for positions in peacekeeping operations and special political missions, who may elevate the case to the Administrative Law Section at OHRM.

7.4.1.3 Family Relationships

This rule refers to appointments of family members within the same organization i.e. to family relationships within the United Nations Secretariat exclusively and not to family relationships with any of the separately administered organs, funds and programmes of the United Nations, including UNDP, UNFPA, UNHCR, UNICEF and UNOPS and not specialized agencies. An appointment shall not be granted to a person who is the father, mother, son, daughter, brother, sister, step-children or step-siblings of a staff member. The spouse/partner of a staff member may be appointed provided that:

a. he/she is fully qualified for the post for which he/she is being considered;

b. he/she is not assigned to serve in a post which is superior or subordinate in the line of authority to the staff member to whom he/she is married; and

c. none of the two participates in the process of reaching or reviewing an administrative decision affecting the status or entitlements of the staff member to whom he/she is married.
7.4.1.4 Staff Member Holding a Temporary Appointment

1. Any staff member who is holding a temporary appointment is flagged for manual HR Assessment and review if they apply within the same department as their current function and would be considered ineligible to apply for or be reappointed to his/her current position within six months of the end of his/her current service.

2. A staff member who has been flagged for a manual Human Resources review will be reviewed with regard to the post the staff member is placed (post number, functional title, level) against the advertised position. The Recruiter will make a determination based on information provided by the STM and the IMIS data to determine whether or not this applicant is eligible to be considered for the position for which he/she has applied.

7.4.1.5 Former UN Staff Members

1. A former staff member of the United Nations System is pre-screened whether he/she had previously been summarily dismissed or separated for misconduct or for abandonment of post. If yes, the applicant is not reviewed further.

2. A former staff member of the United Nations System is flagged for a manual Human Resources review when the reason for separation was termination, agreed termination, or termination for health reasons. The Recruiter will make a determination based on the information available and in liaison with the respective Human Resources department of the Organization where the individual was previously employed, as to whether he/she is eligible for consideration for reappointment.

7.4.2 Eligibility Criteria for All Applicants

7.4.2.1 Academic Qualifications

1. An applicant is required to have the level of education as stated in the job opening.

2. Job openings for positions in the General Service (GS) and related categories require a high school diploma.

3. Job openings for positions at the professional and higher category normally require an advanced university degree.
   a. Applicants with a first level university degree combined with additional qualifying experience (earned after receipt of degree) are also considered to have met the educational requirements equivalent to a Masters. A first level university degree may not be substituted by relevant experience.

   For example: an applicants with a first-level university degree and an additional two (2) years of relevant work experience over the minimum requirement for the level of the position (i.e. P-3 level positions, 5 years minimal + 2 additional years = 7 years) would be considered to have met the educational requirements equivalent to a Masters degree.

   b. Certain positions require specialized studies for which a first-level university degree and experience cannot be substituted, such as Medical Doctors. For such positions, the minimum requirements shall be indicated as advanced in both the job opening and evaluation criteria.

When evaluating academic credentials of staff members and applicants, the United Nations is guided by the “World Higher Education Database (WHED)” compiled by the United Nations Edu-
cational, Scientific and Cultural Organization’s (UNESCO) and the International Association of Universities (IAU). This database provides a comprehensive list of higher education institutions sanctioned or accredited by competent national authorities in participating countries (referred to as the “IAU/UNESCO List”).

Taking fully into account that the Member States have different education systems, the United Nations references the credential level determined by competent national authorities conferred by an institution in the participating countries provided in the IAU/UNESCO List. This credential level is therefore referenced and used to determine the equivalence of the applicant’s degree.

The table below shows the IAU/UNESCO credential level and the equivalence used by the United Nations for recruitment purposes:

<table>
<thead>
<tr>
<th>CREDENTIAL</th>
<th>IAU/UNESCO LEVEL</th>
<th>UN EQUIVALENCE</th>
<th>UN GUIDELINES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher or Post Doctorate</td>
<td>7E</td>
<td>Post Doctorate</td>
<td>Level 9</td>
</tr>
<tr>
<td>Doctorate</td>
<td>7D</td>
<td>Doctorate</td>
<td>Level 9</td>
</tr>
<tr>
<td>Advanced/Post Graduate Degree</td>
<td>7C</td>
<td>Master’s or equivalent</td>
<td>Level 7</td>
</tr>
<tr>
<td>Advanced/Post Graduate Qualification (with research training)</td>
<td>7B</td>
<td>Master’s or equivalent</td>
<td>Level 7</td>
</tr>
<tr>
<td></td>
<td>7A</td>
<td>Master’s or equivalent</td>
<td>Level 7</td>
</tr>
<tr>
<td>First Terminal University Level Qualification 4 years or more</td>
<td>6C</td>
<td>Bachelor’s or equivalent</td>
<td>Level 5</td>
</tr>
<tr>
<td>First Terminal University Level Qualification 3/4 years</td>
<td>6B</td>
<td>Bachelor’s or equivalent</td>
<td>Level 5</td>
</tr>
<tr>
<td>Shorter/Intermediate University Level Qualification</td>
<td>6A</td>
<td>Lower than Bachelor’s</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Certificate/Diploma)</td>
<td></td>
</tr>
</tbody>
</table>

4. Functions in certain occupational groups or job families such as Security, Mine Action and Crime Prevention, may have different standards for the minimum educational requirements. These are reflected in their respective GJPs. A first-level university degree may, in consultation with the Recruiter, be substituted with a diploma from a police or military academy, which may be considered its equivalent.

5. Functions in other areas, mainly language positions, might require a first-level degree only. The GJPs for this specific group of positions contain the relevant information with regard to the minimum education requirements.

6. An applicant is automatically pre-screened by the system for meeting the requisite level of education based on the indication in his/her application.

7. When the requirement is not met, serving staff members holding an appointment other than a temporary appointment are manually reviewed by the Recruiter. The Recruiter consults the available information, including the UNESCO/IAU “World Guide to Higher Education”, IMIS data and related software bridges, such as the ‘EZ HR’ tool in determining whether a particular applicant is considered to potentially meet this requirement and is released to the Hiring Manager. An applicant who is not a serving staff member and who does not meet the education requirement is automatically screened out and not eligible.
8. A staff member promoted to the Professional and higher categories after having passed the G to P examination and who has served at least five (5) years in the Secretariat by December 1989 is exempt from the minimum educational requirements when applying to a job opening at the Professional or higher category.

9. A staff member in the Professional and higher categories who does not possess a university degree and who was recruited for job families such as for example, Security, Mine Action and Crime Prevention, where the job opening (based on the GJP) for which he/she had initially been recruited had a different standard for the minimum educational requirements, is only eligible for other Professional and higher category positions where no university degree is required, most likely in the same job family.

10. While only academic qualifications from accredited and officially recognized universities or institutions are considered eligible, it should be noted that the accreditation status of an educational institution is not part of the initial pre-screening, but will be verified when reference verifications are conducted for the selected candidate.

7.4.2.2 Knowledge of Language

1. An applicant must meet the language skills as stated in the job opening. The level of knowledge is recorded as basic, confident or fluent. Job openings require either ‘fluency in’ or ‘knowledge of’ a language. ‘Fluency’ equals ‘Fluent’ in all four areas (speak, read, write, understand) and ‘knowledge of’ equals a rating of ‘confident’ in any of the two out of four areas.

2. An applicant is automatically pre-screened by the system for meeting the required knowledge of languages based on the indication in his/her application. When this requirement is met, an applicant is considered eligible. When the requirement is not met, serving staff holding an appointment other than a temporary appointment are manually reviewed by the Recruiter who uses judgement based on the available information, including IMIS data and related software bridges, such as the ‘EZ HR’ tool in determining whether the applicant is released to the Hiring Manager for evaluation. An applicant who is not a serving staff member and who does not meet the language requirement is automatically screened out and not eligible.

7.4.2.3 Level of Job-Specific Expertise

For job openings that require the applicant to perform a self-assessment on a set of skills, the applicant must possess the required level of expertise as stated in the job opening. Each higher-level implies control of the previous level’s functions and accuracy. The level of expertise is recorded as:

a. Not Applicable
b. Unsatisfactory
c. Partially Satisfactory
d. Satisfactory
e. Outstanding

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10 ST/AI/2003/7 (abolished and replaced by ST/AI/2010/7 dated 1 June 2010)

11 Reference verifications refer to checking the applicant’s Academic Qualifications, Work Experience and Personal References
7.4.3 Eligibility Criteria for a Serving Staff Member Holding an Appointment other than a Temporary Appointment

7.4.3.1 Level

1. A serving staff member holding an appointment other than a temporary appointment is only eligible to be considered for promotion to positions one level higher than his/her personal grade in line with the Matrix for Pre-screening on Level in the annex. An exception is for a staff member in the General Service and related categories who may apply for a position in the Field Service category at any level irrespective of the grade held in the GS and related categories. This GS applicant is considered an external applicant and must meet the length of work experience requirement, in addition to meeting the other requirements such as academic qualifications, knowledge of languages and skills.

2. A staff member in the General Service and related categories who was selected for a position in the Field Service category at the FS-6 or FS-7 level and gives up the lien on his/her General Service position by way of resignation to take up the FS level position is eligible to apply for positions in the Professional category at the P-3 or P-4 levels as an FS-6 and P-4 or P-5 levels as an FS-7 respectively, provided he/she meets the minimum education requirements of the professional category position and has served at his/her FS-6 or FS-7 level for a period of one year. This does not apply to General Service and related categories staff who take up an FS level position on assignment with a temporary grade or otherwise retain a lien on their General Service position.

3. In order to foster mobility, a staff member on appointment other than a temporary appointment (with no appointment limitations) from a Headquarters location, including the Secretariat of the regional commissions, selected for assignment to a position at one level higher than his/her current grade mission or field office of a Secretariat entity with field activities for one year or longer, where a lien is maintained against a position at the parent duty station, may be temporarily promoted to the level of the position in the mission or a field office of a Secretariat entity with field activities for the duration of the assignment. A staff member temporarily promoted may apply during the mission assignment to job openings at one level higher than his/her temporary grade level, provided that the staff member has spent more than 12 continuous months in the mission assignment or a field office of a Secretariat entity with field activities. At the end of this assignment, the staff member will revert to his/her original grade level at the parent duty station and henceforth only applies to job openings at one (1) level above his/her original level.

4. A staff member from a peacekeeping operation, special political mission and field-based initiative who is selected for a position at one level higher than his/her current grade level from a roster, endorsed by the Central Review bodies, for a job opening of a finite nature at an established duty station or Regional Commission, may also temporarily be promoted to the level of the position for the duration of the assignment. During this assignment, the staff member may apply to job openings at one level higher than his/her temporary grade level, provided the individual has spent more than 12 continuous months on the assignment. At the end of his/her assignment in the peacekeeping operation or special political mission, the staff member will revert to his/her original grade level at the former duty station and may henceforth only apply to job openings one level above his/her original level.

5. A staff member in the Professional and higher categories who is an internal applicant and who is appointed to serve with the United Nations System at a higher level on an inter-agency secondment basis is granted a lien against a specific post for up to two years. For purposes of consideration for job openings during the secondment period, the staff member is recognised as

12 OCHA, OCHR, OIOS, UNICRI, DESA (projects), UN Habitat, UNEP or UNODC
an internal applicant and his/her higher level and step recognised by the Secretariat. After two years, should the staff member wish to remain on secondment, and subject to the agreement of the releasing department and the receiving entity or transfer to the receiving organization shall be initiated unless the staff member indicates that he/she would like to return to the Secretariat.

6. The personal grade of a serving staff member holding an appointment other than a temporary appointment is either his/her current level upon initial appointment, upon promotion, or upon temporary promotion in a field office. A staff member may also be granted a Special Post Allowance (SPA) to a higher level. A staff member in receipt of SPA is eligible to apply for promotions one level above his/her original level. In most cases, this equals the SPA level, except for staff members in the General Service and related categories who may exceptionally receive SPA at the P-1 or P-2 levels, but who are otherwise not eligible to apply for positions in the Professional categories.

7. An applicant is automatically pre-screened by the system for meeting the above requirements as per the date of the application. When a serving staff member holding an appointment other than a temporary appointment does not meet the requirement, he/she is manually reviewed by the Recruiter who uses judgement based on the available information, including IMIS data and related software bridges, such as the ‘EZ HR’ tool as to whether this particular applicant is considered eligible or not eligible.

8. Although associate experts are considered external applicants, they are not eligible to apply to positions higher than one (1) level above their personal grade.

7.4.3.2 Promotion to P-5 Positions

1. Staff members in the professional category shall have at least two prior lateral moves, which may take place at any level in that category, before being eligible to be considered for promotion to the P-5 level, subject to the following provisions:

a. In order to meet the General Assembly’s concern about high job opening rates in some Regional Commissions and duty stations, particularly those in developing countries, the requirement shall be reduced to one lateral move when a staff member has served in the professional category in Nairobi or a Regional Economic Commission other than the Economic Commission for Europe or any duty station with a hardship classification of A, B, C, D or E for one year or longer, or when a staff member is applying for a P-5 position at those duty stations from another duty station;

b. Staff recruited at the P-4 level shall become eligible for promotion to the P-5 level after one lateral move at the P-4 level;

c. The requirement for lateral moves is waived when a staff member has served for one (1) year or longer in the Professional and higher categories or at the FS-6 and FS-7 levels in the Field Service category in a non-family mission or non-family duty station; and

d. The requirement for lateral moves is waived for staff serving against language posts that are subject to the provisions of the administrative instruction setting out special conditions for recruitment and placement of candidates successful in a competitive examination for posts requiring specific language skills when applying for another such language position.

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13 The International Civil Service Commission has placed all duty stations in one of six categories, H and A to E. H duty stations are headquarters and similarly designated locations where the United Nations Secretariat has no development or humanitarian assistance programmes, or locations in countries which are members of the European Union. A to E duty stations are field duty stations. Hardship categorization assesses the overall quality of life at a duty station. In determining the degree of hardship, consideration is given to local conditions of safety and security, health care, education, housing, climate, isolation and the availability of the basic amenities of life. Duty stations are categorized on a scale of difficulty from A to E with A being the least difficult.
2. This requirement applies to a serving staff member holding an appointment other than a temporary appointment except for paragraph above. It does not apply to a serving staff member holding a temporary appointment; a female applicant at the P-4 level serving in an Organization of the United Nations System, who is otherwise considered an internal applicant; or an applicant who is not a serving staff member of the United Nations Secretariat.

3. A lateral move is defined as a move to a different position at the same level for a duration of at least one year. The new position may be in the same or a different department/office/mission, in the same or a different duty station and in the same or a different job family. Inter-agency loans or other movements to and from other organizations of the United Nations System are recognized as “lateral moves”. Within the same department or office, a lateral move will normally involve a change in functions with or without a change of supervisor. When the supervisor remains the same, there will be a lateral move if the responsibilities are substantially different, for example, if there is a different area of responsibilities or a change in the departments/offices/missions serviced by the staff member. A change in supervisor without a change in functions does not represent a lateral move. Temporary assignments of at least three months but less than one year, with or without special post allowance, shall also qualify as a lateral move when the cumulative duration of such assignments reaches one year.

4. For a serving staff member holding an appointment other than a temporary appointment and for the purpose of meeting the lateral move requirement, in instances where the lateral move was with a non-Secretariat entity within the United Nations System or affiliated international Organization, the move shall count if there was no break in service prior to joining the United Nations Secretariat.

5. The Recruiter shall contact the applicant who is a serving staff member holding an appointment other than a temporary appointment whose application does not clearly indicate whether he/she meets the lateral move requirement and request him/her to provide the information necessary to determine whether he/she meets the lateral move requirement, as explained above. For example, this could be a copy of an e-PAS reflecting new functions or an attestation from the supervisor. The Recruiter shall expect to receive all requested information within three working days of receipt of the message in order to expedite the review process. The Recruiter, in consultation with the executive office, where such an office exists, determines based on the available information, including IMIS data and related software bridges, such as the ‘EZ HR’ tool in determining whether or not a particular applicant meets the lateral move requirement.

6. A staff member applying for P-5 positions is encouraged to review his/her application to ensure that it properly reflects all qualifying lateral moves for consideration, i.e. in cases where the applicant has worked with one employer but held several positions, he/she must indicate every job and level held separately.

7.4.3.3 Language Staff Member Applying to Non-language Positions

1. A language staff member in the professional category is expected to serve for at least five years in a language post before he/she may be selected for a non-language position.\textsuperscript{15}

2. An applicant is automatically pre-screened by the system as meeting or not meeting this requirement. When this requirement is met, an applicant is considered eligible. When the requirement is not met, the Recruiter manually reviews a serving staff member holding an appointment other than a temporary appointment. The Recruiter uses his/her judgement based


\textsuperscript{15} As stated in Section 2.2 of ST/AI/2000/1 dated 12 January 2000 and amended by ST/AI/2003/1 dated 27 January 2003 entitled “Special conditions for recruitment or placement of candidates successful in a competitive examination for posts requiring special language skills.”
on the information available, including IMIS data and related software bridges, such as the 'EZ HR' tool to determine whether an individual meets this requirement and whether or not an applicant is released to the Hiring Manager for evaluation.

7.4.3.4 Eligibility Criteria for FS Levels Applying for P Positions

Staff members in the Field Service category at the FS-6 level may apply to positions at the P-3 and P-4 levels, provided that they have served for one year at their current level and meet the academic qualifications required for an appointment to the professional category. Staff members in the Field Service category at the FS-7 level may apply to positions at the P-4 and P-5 levels, provided that they have served for one year at their current levels, meet the academic qualifications required for an appointment to the professional category and for P-5 positions, if they satisfy the lateral move requirements (as outlined in the Promotion to P-5 Positions section) for promotion to the P-5 level. Progressive experience gained at or through receipt of a Special Post Allowance in the Field Service category at the FS-4 levels and above may be counted towards the years of qualifying work experience, provided they were gained after receipt of the first accredited university degree.  

7.4.3.5 Eligibility Criteria for a Local GS Staff Member Applying to NPO Positions

A local GS staff member, at any level, who has the nationality of the country of his/her duty station is eligible to apply for any National Professional Officer (NPO) level position at the same duty station.

7.4.4 Eligibility Criteria for a Non-Serving Staff Member or Serving Staff Member Holding a Temporary Appointment

7.4.4.1 Length of Work Experience

1. All applicants must meet the work experience requirements stated in the job opening. The minimum years of work experience requirement ensures organisational standards across job families and the area of progressive work experience and sets the parameters for calculating qualifying years of work experience.

2. For positions in the Professional and higher categories, progressive years of work experience are calculated only after receipt of the first accredited university degree. Progressive experience acquired at the Professional category shall be counted. Only progressive experience acquired at the G-6 and above (and the equivalent levels within the related categories), FS-4 and above levels shall be counted. Please consult the relevant annex to this manual on the equivalency of the related categories as they equate to the G-6 and above. Years of work experience acquired as a result of the receipt of Special Post allowance at the above progressive levels shall also be counted.

3. For positions in the General Service and Field Service categories, progressive years of work experience is calculated only after receipt of the high school diploma or equivalent academic qualification.

16 Counting of work experience acquired at the FS-4 and above levels as qualifying experience for positions in the professional and higher categories is only applicable to Job Openings with a posting date of 18 May 2012 or later.

17 Counting of work experience acquired at the G-6 and above (and the equivalent level within the related categories) and FS-4 and above levels as qualifying experience for positions in the professional and higher categories is only applicable to Job Openings with a posting date of 18 May 2012 or later.
4. Staff members applying for positions one level higher than their personal grade shall meet the minimum work experience requirements of the position. In determining the eligibility of staff members and other applicants against the level of the position for which they are applying, the baseline for calculating the number of years of work experience required shall be established using the following tables for each respective level:

a. For positions in the Professional and higher categories with advanced university degree (Masters or equivalent)*:
   
   i. P-2 - a minimum of two (2) years (applicants who passed the National Competitive Examination - now known as the Young Professionals Programme (YPP) - do not require the two (2) years of experience)*
   
   ii. P-3 - a minimum of five (5) years*
   
   iii. P-4 - a minimum of seven (7) years*
   
   iv. P-5 - a minimum of ten (10) years*
   
   v. D-1 - a minimum of fifteen (15) years*
   
   vi. D-2 over 15 years*

   * A first-level university degree (B.A./B.S.) in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

b. For positions in the General Service and related categories with high school diploma or equivalent:
   
   i. GS-5 - a minimum of five (5) years
   
   ii. GS-6 - a minimum of seven (7) years
   
   iii. GS-7 - a minimum of ten (10) years
   
   iv. TC-4 - a minimum of four (4) years
   
   v. TC-5 - a minimum of five (5) years
   
   vi. TC-6 - a minimum of seven (7) years
   
   vii. TC-7 - a minimum of ten (10) years
   
   viii. TC-8 - a minimum of twelve (12) years
   
   ix. S-3 - a minimum of five (5) years
   
   x. S-4 - a minimum of nine (9) years
   
   xi. S-5 - a minimum of twelve (12) years
   
   xii. S-6 - a minimum of fifteen (15) years
   
   xiii. S-7 - a minimum of eighteen (18) years

c. For positions in the Field Service category with high school diploma or equivalent:
   
   i. FS-4 - a minimum of six (6) years
   
   ii. FS-5 - a minimum of eight (8) years
   
   iii. FS-6 - a minimum of ten (10) years*
   
   iv. FS-7 - a minimum of twelve (12) years*

   * The minimum years of progressive work experience is reduced for candidates who possess a first level university degree as follows: for FS-6, a minimum of 5 years of
experience; for FS-7, a minimum of 7 years of experience.

5. For a number of professional category language positions in the job family Conference Management, the minimum number of years may be reduced from the standard as reflected in the respective GJP is indicated in the job opening accordingly.

6. For positions in the General Service and related categories, the standard minimum requirement may vary from position to position and location to location. Please consult with your Executive Office or local human resources office.

7. For positions advertised at the P-3/FS-6 level, staff at the FS-5 level who are selected for such positions may only be appointed at the FS-6 level, regardless of their academic qualifications, due to the restrictions placed by the General Assembly on movement of staff from the General Service and related categories to the Professional level. Staff already at the Professional level may, of course, be appointed at the P-3 level.

8. An applicant is automatically pre-screened by the system as meeting or not meeting the required length of work experience based on the indication in his/her application.

9. When this requirement is met, an applicant is considered eligible. The applicant who does not meet the requirement for length of work experience is not eligible and is rejected.
7.4.4.2 Eligibility Criteria for a Serving Staff Member Holding a Temporary Appointment or Serving as an NPO

1. Except for a staff member holding a temporary appointment who serves in missions, a staff member holding a temporary appointment who is recruited in the Professional and higher categories, normally for less than one year, and placed in a position authorized for one year or longer may not apply for or be reappointed to his/her current position within six months of the end of his/her current service.

2. National Professional Officers may apply for positions at levels outlined in the Matrix for Pre-screening on Level section in the Annex and are considered external applicants.

7.4.4.3 Eligibility Criteria of Non-Staff Members and Serving Staff Members Holding a Temporary Appointment

1. Internal staff members occupying a position that is later posted as a temporary vacancy are eligible to apply to the temporary position.

2. Pending the outcome of the selection process for a regular job opening, an external applicant who has been screened in for consideration for the specific position (regular job opening) cannot be considered for the same position if it is subsequently advertised as a temporary job opening.

7.4.4.4 United Nations Volunteer

1. United Nations Volunteers (UNVs) are eligible to apply for positions in a mission other than the mission they are serving in after completing a minimum of twelve (12) consecutive months of service as a United Nations Volunteer at their current duty station. A UNV who has served for less than one year is not eligible for a mission appointment unless a period of six months has elapsed following completion of the UNV service.

2. A UNV is pre-screened by the system against the above criteria based on the information stated in his/her application. An applicant who does not meet the above requirements is screened out and is not eligible.

3. Notwithstanding the eligibility rules for positions in missions, United Nations Volunteers may apply for any other position in the United Nations Secretariat provided they meet the required qualifications. United Nations Volunteers are considered external applicants.

7.4.4.5 Eligibility for Current or Former Consultants, Individual Contractors and Interns

1. Interns, consultants, individual contractors and gratis personnel are not eligible to apply for or be appointed to any position in the Professional or higher categories and for positions at the FS-6 and FS-7 levels within six months of the end of his/her last/current service and are considered external applicants after the six-month period. The only exception is an individual who has successfully passed the Young Professionals Programme Examination (YPP) (previously the NCRE) or a United Nations Language Competitive Examination.

2. This restriction does not apply to associate experts; however, an associate expert is also considered an external applicant.

3. Every application is automatically pre-screened against the above indicator based on the information stated by the applicant in his/her application. An individual who is currently or has previously served as consultant, individual contractor and/or intern and who does not meet the above requirements is not eligible.
Chapter 8: Review the Roster Applicants Using inspira

8.1 Reviewing Rostered Applicants

The Hiring Manager will search the job opening for eligible rostered applicants who have applied to the job opening. To view the rostered applicants perform the following steps:

1. Log into inspira, locate and open the job opening.

2. By clicking on the “RM” title in the RM column of the manage applicants page, you will be sorting the list of applicants according to roster or non-roster applicants. Rostered applicants are indicated with the flag RM/GX in the RM column.

3. Rostered applicants who applied directly to the Job Opening and passed the screening process will have a disposition of Screen.

4. Review the applicants.

5. Proceed to create an interview evaluation for the Roster applicants you wish to recommend, refer to the chapter on Evaluating Applicants, Recording Assessments and Interviews using inspira.
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Chapter 9: Conducting Assessments

This chapter explains the composition of the assessment panel, how to conduct the assessment exercise and competency-based interview and how to communicate with applicants about them.

9.1 Overview

1. Applicants who have successfully passed the pre-screening process are released to the Hiring Manager on a daily basis within the posting period shortly after the posting of the job opening. Eligible roster applicants who have expressed interest, by submitting an updated PHP via inspira, in the job opening are also released to the Hiring Manager as a priority within the posting period of the job opening.

2. While the Hiring Manager may conduct his/her preliminary evaluation of the applicants’ academics, work experience and knowledge of languages immediately when an application is released to him/her, it is not until after the deadline date of the job opening that the Hiring Manager, together with the assessment panel, conducts the assessment exercise as stipulated in the job opening. The most promising applicants are subsequently invited for a competency-based interview.

3. Short-listed applicants shall be assessed to determine whether they meet the technical requirements and competencies of the job opening. Hiring Managers or OGMs shall use the appropriate assessment methods commensurate to the knowledge and competencies required for the position.

4. Alternatively, the Hiring Manager may immediately recommend the selection of a qualified roster applicant from among the released rostered applications. The Hiring Manager, while not required to interview rostered applicants is encouraged to do so in a less formal setting in order to establish a sense of the roster applicant’s overall fit within the team/unit. In order to speed up the process, under such circumstances the Hiring Manager need not record his/her evaluation of new non-rostered applications. Selection of a roster applicant is not required to go through a review by a Central Review body. One or preferably several roster applicants found suitable may be recommended for selection at this stage.

5. In order to move the recommendation of a roster applicant forward for selection, the Hiring Manager shall be required to create an assessment record for the proposed roster applicant.

6. In all other cases, the Hiring Manager must evaluate the applications of all released applicants.

7. Applicants found suitable must be short-listed to undergo at least a competency-based interview and/or an assessment exercise (knowledge-based test or other simulated exercise) by the Hiring Manager.
9.2 Evaluating Applicants

For procedures on how to use inspira to evaluate applicants refer to the Evaluating Applicants section.

1. The standards set out below must be adhered to organization-wide in order to avoid variance in how evaluations and assessments are conducted and recorded.

2. In order to speed up the process, the Hiring Manager may start analyzing the applications of released applicants before the deadline date of the job opening. Evaluating each application entails reviewing and documenting the findings of a preliminary analysis for each applicant as to whether he/she meets all, most, some or none of the stipulated requirements against the evaluation criteria as stated in the job opening in terms of:
   a. Academics
   b. Experience
   c. Language

   It is preferred to use clear evaluation requirements listed as ‘required’ or ‘desirable’ in the job posting.

   However, the specialized test and/or interview shall not commence until after the deadline date of the job opening and until all eligible applicants have been released.

3. During the preliminary evaluation of each applicant, the Hiring Manager will review and rate each applicant in the three areas (academic, language and experience). The Hiring Manager may place the applicant in one of the following lists
   a. Not Suitable - these applicants are rated unsatisfactory in any one of the three areas (academic, language or experience). No general comments are required, however, it must be self-evident as to why the applicant is not suitable.
   b. Long List - these applicants seemingly meet the basic evaluation criteria but may not meet the desired qualifications as outlined in the job opening. They are considered qualified for the job and should be placed on the long list for further consideration and possible movement to the short list. A rating is required for each area (academic, language and experience) but a general comment is ONLY required for staff members of the United Nations Secretariat.
   c. Short List - these applicants seemingly meet the basic evaluation criteria as well as all defined desirable qualifications as outlined in the job opening. They are considered the most promising applicants for the job and should be convoked to an assessment exercise and/or interview to be conducted by the assessment panel. A rating is required for each area (academic, language and experience) and a general comment is required for ALL applicants.
9.3 Composition of the Assessment Panel

For procedures on how to use inspira to add the assessors to the hiring team refer to Section 10.3: Adding Interviewers to the Hiring Team.

1. All Assessment Panels must be composed of staff members holding a fixed-term appointment, a permanent appointment or a continuing appointment and serving at the same or at a higher level than that of the job opening. The staff members shall normally not be the current or temporary position incumbents that are to be replaced. Retirees from the UN System, staff members on a temporary appointment, consultants, contractors and interns are not allowed to be part of Assessment Panels.

   Should any members of the Assessment Panel be retirees, consultants, contractors, interns or staff members holding a temporary appointment, the interviews will be void. The interviews will have to be held again.

2. It is suggested that the members participating in evaluating the assessment exercise be the same members as the panel conducting the competency-based interviews. Ideally, all applicants for one job opening are to be assessed and/or interviewed by the same assessors.

3. In the event that changes occur during the evaluation process in either the members participating in evaluating the assessment exercise or the members conducting the competency-based interview, reasoned and relevant information should be provided in the transmittal memorandum for submission to the relevant Central Review body. In identifying and assigning the panel of assessors, by nomination, the Hiring Manager must ensure that the individuals selected fulfil the appropriate requirements as follows:
   a. Professional knowledge and experience:
      i. Years of professional work and intrinsic knowledge of the subject area or work in the job family.
      ii. Relevant occupational experience/employment for the previous five years is desirable.
   b. Personal qualities:
      Self-responsibility, ability to listen, ability to express him/herself clearly, patience, reliability and flexibility to handle changing circumstances, sense of humour, persistence, judgment and ability to quickly recognize and understand a situation and to be able to think analytically.
   c. Freedom from outside pressure:
      There is no appearance of a conflict of interest.
   d. Competency-based selection and interviewing skills and follow-up programme:
      Training module has been completed prior to serving on the panel.
   e. Training in inspira:
      Completion of inspira self-study training.

4. When inviting the applicants to participate in an assessment process, the Hiring Manager informs them in advance (at least 5 working days) of the anticipated date of the assessment exercises and provides them with sufficient information on the exercises which should include:
a. Nature of each assessment - indicates the method that will be used such as interviews and simulation exercises, with an indication of the number of questions;

b. Duration of each assessment - indicates the expected duration of the whole exercise and request that each assessor set aside the adequate timeframe;

c. Location of the assessment - indicates the location of where the panel will meet for deliberations;

d. Scoring/ratings to be used - provides a sample assessment record sheet;

e. Reconfirm the applicant’s continued interest to be considered for the position.

5. Each Assessment Panel is to be composed of a minimum of three assessors and every effort should be made to obtain geographical diversity and gender balance:

a. The **Hiring Manager**, who is usually the chair;

b. Two subject matter experts:
   i. One of whom is preferably from a non-related office within the Organization, who is at the same or a higher level of the position under review.
   ii. The individuals shall hold a fixed-term appointment, a permanent appointment or a continuing appointment.
   iii. At least one of the assessors should be female at the same or higher level of the same level as the position under review.
   iv. In situations where the assessment exercise is technical, a technical expert may be invited to evaluate the assessment exercise. The technical expert is required to be at the same or higher level of the position under review and should preferably be from a non-related office within the Organization, or if not, available from another United Nations agency, international organization or established partner institution.

6. The assessment panel advises the **Hiring Manager**. The **Hiring Manager** enters the interview findings into **inspira**. Each assessor may choose to enter or not to enter into **inspira** his/her individual ratings within five working days.

7. The **Recruiter** may participate in cases of senior managerial positions commensurate with their level, with the full right to participate in the deliberations as an assessor.

8. The **Hiring Manager** may invite a representative on gender issues to participate in assessment exercises as an observer.

9. For D-2 positions, the panel should normally be comprised of a minimum of three (3) staff members with at least one being from a non-related office within the Organization and at least one female.

10. An expert panel, similar in constitution to an assessment panel, may assist in undertaking the assessment of applicants for generic job openings.
9.4 Conducting Assessment Exercises

For procedures on how to use inspira to record the outcome of the assessment exercises, refer to Section 10.2: Recording the Outcome of the Assessment Exercise in inspira.

1. A reasoned record shall be prepared for the applicant who has passed the assessment exercise and the interview, against the applicable evaluation criteria set out in the job opening. The Hiring Manager convokes the most promising applicants for a written or other assessment exercise as stipulated in the job opening and evaluation criteria, whom he/she short listed based on the recorded preliminary evaluation of their application. Such invitations are sent in advance of the anticipated date of the interview, i.e. the notice period is at least five working days. The message will normally contain:

a. reference to the position;

b. date, time and means (in person, by e-mail) of where and how the assessment will be held

c. the name and functional title and department/office/mission of each assessor, (optional)

d. a note to the effect that the applicant’s answer to the written test may be reviewed for plagiarism.

e. a request for confirmation, from the applicant, of continued interest and availability.

2. The Hiring Manager and the applicant agree on a mutually acceptable date and time within a two-week time frame in order not to delay the recruitment process.

3. The Hiring Manager is expected to maintain documentation of all attempts to contact an applicant found suitable in the event the applicant is no longer interested in continuing with the recruitment process and does not withdraw their application.

a. If the applicant does not respond to the Hiring Manager’s invitation to an assessment exercise, an Assessment Record is created with a recommendation of Not Recommended.

4. The same written assessment exercise is used for each applicant who must complete the test within the prescribed time and in accordance with the instructions given. The exercise may be conducted in person, or where this is not possible, via e-mail. In order to be fair to all applicants, the same method should be used for all applicants.

5. With the pre-determined passing grade, the assessors rate each individual applicant on the range of set indicators, using the prescribed performance scale and response guide. In a written exercise the components would typically be:

a. Clarity of thought and of presentation;

b. Capacity to exhibit, in concise writing, logical and sequential thinking;

c. Ability to articulate a position, conveying the maximum necessary information whilst making and defending recommendations;

d. Proficiency in word processing;

e. Thinking logically and analytically;

f. Proficiency in presentation techniques.
6. For other positions, for example, a spokesperson, the method chosen may be a presentation, which would, ideally, be conducted face-to-face in the context of the competency-based interview.

7. The interview applies the United Nations Secretariat competency-based interviewing techniques. All competencies listed in the evaluation criteria must be consistently applied and covered in the evaluation of all interviewed applicants. Some competencies will be covered in the interview, others in another assessment method commensurate with the functions of the position.

9.5 Conducting Competency-Based Interviews

1. Applicants that are short-listed and passed the assessment exercise are invited to an interview, which could be a face-to-face, or a telephone interview conducted by the assessment panel. Where feasible, video conferences may be used for interviews. Ideally, all applicants are interviewed in the same manner in order to reduce the risk that the bias of any one individual will prevail.

   *While the interviewee is allowed to take notes during the Competency-based Interview, reference to written material is forbidden during the interview itself.*

2. At the time of the preparation of the job opening, the interview questions were prepared. These questions must be competency-based and build and expand on the knowledge-based tests and/or the other assessment exercises.

3. The interview applies the United Nations Secretariat competency-based interviewing techniques. All competencies listed in the evaluation criteria must be consistently applied and covered in the evaluation of all interviewed candidates. Some competencies will be covered in the interview, others in another assessment method commensurate with the functions of the position.

9.5.1 What is a Competency-Based Interview?

4. A competency-based interview (sometimes referred to as a ‘behavioural-‘ or a ‘criterion-based‘ interview) is a particular type of structured interview in which the assessor’s questioning is directed at ascertaining the applicant’s qualities or capabilities on a number of job-related dimensions of behaviour (competencies), as defined in the job opening.

5. In contrast to the ‘traditional interview’, questions from the interviewing panel usually focus on eliciting specific examples from the applicants in which they describe situations where they might (or might not) have demonstrated the required behaviours. These are probed in a systematic way by the assessors to build up a picture of the relative strengths and weaknesses of the applicant on the specific competencies.

6. The same questions that focus on eliciting specific examples from the applicants in which they describe situations where they might (or might not) have demonstrated the required behaviours are applied to every applicant.

9.6 Communicating with Applicants about the Interview

1. Applicants convoked for interviews are normally notified at least five working days in advance. The invitation includes the date, time and means of the interview (telephone, video conference, face-to-face) and also informs the applicant of the names of the assessors.
2. At the beginning of the interview, the chairperson should state which competencies will be addressed and informs the applicant that the session will last from 30 to 60 minutes. The invitation includes a reference to the position and the date, time and means (eg, in person, by telephone or by video conference) of where and how the interview will be held as well as the name, functional title and department/office/mission of each assessor.

Communications with the applicant are sent in accordance with the guidelines in the Communication with the Applicant chapter. For more information regarding competency-based interviews please refer to the United Nations Secretariat Competency-based Interview Guide.
Chapter 10: Evaluating Applicants, Recording Assessment and Interviews Using inspira

10.1 Evaluating Applicants

To record a Preliminary Evaluation:

1. Login to inspira and locate the job opening.
2. Review the following information:
   a. Applicant Name - shows the first and last name of the Applicant as he/she entered it on their application.
   b. Appl Type - indicates the path the applicant took when submitting their application to the job opening:
      i. Emp - indicates the applicant submitted their application using an account pre-registered and assigned to staff members.
      ii. Ext - indicates the applicant submitted their application from an externally registered account.
   c. PHP - opens the applicant’s profile.
   d. Application - opens the applicant’s application for this job opening.
   e. RM (Rostered) - indicates the applicant is a rostered applicant.
   f. The Total column will show the applicant’s combined score of their preliminary evaluation.
      i. The Exp column will show the applicant’s preliminary evaluation score for Experience.
      ii. The Acad column shows the applicant’s preliminary evaluation score for Academic Qualifications.
      iii. The Lang column will show the applicant’s preliminary evaluation score for their knowledge of Languages.
   d. The Tests column shows the number of Assessment Tests the applicant has passed (e.g. 1/2 indicates that the applicant has successfully passed 1 of 2 assessment exercises, this does not include the competency-based interview).
   e. The Comments column displays comments about the applicant, such as the outcome of the test and other relevant information. This is a mandatory field.
   f. The Disposition column shows the applicant’s current status.
   g. The Q Resp column allows you to view an applicant’s answers to the pre-screening questions for the job opening.
   h. The Take Action column allows you to perform an action, such as creating a preliminary evaluation as described in the steps that follow.
3. On the Applicant List page, navigate to the Take Action column and select Manage Assessments. The Manage Assessments page appears.

4. On the Assessment page, click on the Create Preliminary Assessment link.

5. In the Assessment Type field Preliminary Evaluation is selected and cannot be changed.
6. Evaluate the applicant's academic, experience and language qualifications.

7. In the Assessment Rating field select the ratings (see below) which correspond to your evaluation of this applicant's academic qualifications, experience and languages. The ratings are:
   a. Unsatisfactory - applicant does not meet the requirements
   b. Partially Satisfactory - applicant partially meets the requirements
   c. Satisfactory - applicant fully meets the requirements
   d. Outstanding - applicant exceeds the requirements
   e. Not Applicable - the rating does not apply

8. Depending on the rating assigned, the system will automatically score the Applicant as follows:

<table>
<thead>
<tr>
<th>Score</th>
<th>Assigned Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>1</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>2</td>
<td>Partially Satisfactory</td>
</tr>
<tr>
<td>3</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>4</td>
<td>Outstanding</td>
</tr>
</tbody>
</table>

9. Scroll down to the Overall Rating field and select an overall rating for each applicant commensurate with your rating on each of the three qualifications (academic, experience and languages).

10. Select one of the available recommendations in the Recommendations field:

Only an evaluation of the applicant's academic, experience and language qualifications is performed at this time.

Staff members promoted to the Professional category after having passed the G to P examination are exempt from the minimum educational requirements when applying to a job opening at the Professional or higher level. In addition, exempt is a staff member at the Professional level who does not possess, as a minimum, a first-level university degree (Staff members who have completed 5 years of service as of 1989).
a. **Not suitable** - means that the applicant will not be considered further.

b. **Long list** - means that the applicant seemingly meets the broad requirements for the position.

c. **Short list** - means that the applicant is convoked to undergo the assessment exercise as stipulated in the evaluation criteria of the job opening.

11. For those applicants who were short listed, the **Reason** field appears. Select the reason **Test**.

12. Navigate to the **General Comments** section and enter comments, about the applicant’s overall assessment (e.g. “The applicant meets/does not meet the qualification requirements of the position”).

13. Click on **Save**, the evaluation will be recorded. You can make changes to the evaluation.

14. Perform the above steps for each applicant.

15. On the **Applicants List** click on the **Score** column heading to sort the applicants in ascending or descending order by the score each applicant received. Identify the applicants you wish to convoke to an assessment exercise. Proceed to invite the identified applicants to the assessment exercise. Refer to the invitation in the Competency-Based Interview section.

### 10.2 Recording the Outcome of the Assessment Exercise

To record the results of the assessment test(s) for each applicant who was invited to take the test:

1. Log into **inspira** and from the menu select **Recruiting>Find Job Opening**.
2. Perform a search for your job opening and open the job opening.
3. Click on the **Application** link for the Applicant.
4. On the **Applicant Details** page, scroll down and click on the **Add Test Results** link. A blank row appears.

    ![Add Test Results](image)

   *The test(s) given must be the same one reflected in the evaluation criteria*

5. Select the applicable test, as stipulated in the job opening.
6. Enter the test date and the test score. Place a check mark in the box if the Applicant has successfully passed the test.
7. If the Applicant has undergone more than one test, click **Add Test results** and repeat the above steps.
8. Click **Save & Submit** at the bottom of the page. The **Job Opening** page reappears and the test results appear in the **Tests** column.
   - 1/1 indicates the applicant passed one of one tests.
   - 1/2 indicates the applicant passed one of two tests.
9. In the **Comments** column add a comment about the test results for the applicant.
10. Click on the **Save** link to save your entries.
10.3 Adding Interviewers to the Hiring Team

1. Locate the job opening and click on the Job Opening Details link to open the job opening.

2. On the Job Opening page, click on the Hiring Team link.

3. In the Interviewers section click on the Add Interviewers link to select the interviewers.

4. If the Add Interviewers link was selected, click on the Lookup icon, then locate and select the individual who will be participating in the interview of the applicant.

5. If you opt to select more than one Interviewer to this particular job opening, repeat step 4 for each additional individual.

6. Once finished, click on the Save link at the top of the page to save your entries.

If you do not save your entries you will not be able to invite the selected interviewers to the applicant's interview.

10.4 Invitation for a Competency-Based Interview

The applicants that are short-listed and passed the assessment exercise are now invited to undergo a competency-based interview.

The Interviewer(s) must already have been selected prior to inviting the candidate to an interview. Refer to 10.3: Adding Interviewers to the Hiring Team.

1. In the Manage Applicants section, in the Display field select Short List. Applicants that have been short-listed are displayed.

2. Click on the Assessments link and on the Assessment page click on the Schedule Interview link.
3. Complete the following fields for each short-listed applicant.
   a. Select Notify Interview Team.
   b. In the Interview Schedule, complete the following fields, as applicable:
      - Interview Date
      - Start Time
      - End Time
      - Time Zone
      - Interviewer ID (pre-populated with the interviewer’s inspira ID)
      - Interviewer Name (pre-populated with the interviewer’s name)
      - Interview Type
      - Location (Limited to 50 characters. At a minimum, enter the room number).

4. Click Add Interviewers to add panel members to the interview and repeat the above steps.

5. Click Save & Submit, and an e-mail will be automatically sent to the interviewers added for that interview. As well as a calendar entry will automatically added for them.

6. Click on Return to Previous Page to return to the Job Opening page.

7. In the Take Action column for the applicant to be interviewed, select Manual Notification from the list.

8. Select the applicable template, e.g. FACE-FACE INTVW INVITE EXT.
9. Click on the **Send** button. The notification will be sent to the applicant. The applicant’s disposition will change from **Short List** to **Interview**.

**Manual Notification**

You can send notifications by selecting a template from the list.

![Select Template](image1)

**Recipients**

**NotifyTo:** Wilson Emma

**Preview of Notification**

Dear Sir/Madam Emma,

In reference to your application for the above-mentioned position and based on the result of the initial assessment exercise, we would like to invite you to an interview to be held on 22/9/2011 at 2:00 AM at the United Nations Office located at 14-020. The interview will last approximately 60 minutes.

The interview panel for this position will consist of:

Mr./Ms. John Harvey, Programme Officer, Facilitation, Coordination and Monitoring of Implementation

Kindly confirm by return e-mail to colinscop12.org, within five business days of receipt of this message, that the proposed date and time of the interview are convenient for you, after which you will be contacted to make the necessary arrangements to gain entry to the premises on the day of your interview.

We look forward to the interview and thank you for your cooperation.
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Chapter 11: Recommending Candidates

11.1 Overview

1. After the completion of the assessment, the Assessment Panel shall meet to discuss the results and reach a group consensus about each individual's ratings. Deliberations and recommendations of the assessment panel are recorded in inspira, are strictly confidential and must not be disclosed by the assessors.

2. The assessors must guard against biases, which may unconsciously intrude into their evaluation of an applicant. Sexist language, always irresponsible, reprehensible and inappropriate, must not be used when discussing the applicant. Likewise, it is imperative to eliminate from the assessment process any stereotyped ideas based on the applicant's nationality or gender.

3. It is not difficult to get a panel to agree that it should recommend the best applicants. Determining the evaluation criteria for measuring "the best" applicant and establishing which applicant is "the best" is the most important task of the panel and Hiring Manager, respectively. At the time of creating the job opening, the Hiring Manager must examine his/her evaluation criteria in terms of their validity as predictors of future success. The assessment methods selected become more meaningful.

4. The recommendations made by the panel are valued and will be considered carefully by the Hiring Manager who, in turn, after internal departmental approvals will make his/her recommendation through the Recruiter to the Central Review body and finally to the Head of Department.

5. When the list of recommended candidates contains both rostered candidates and new applicants, the Hiring Manager may continue with the selection of a rostered candidates until the recommended list is submitted through the Recruiter to the relevant Central Review body for endorsement.

6. Following the initial evaluation, the assessment and/or the competency-based interview, the Hiring Manager shall transmit his/her proposal for one or preferably a list of qualified unranked candidates through the Executive Office to the Recruiter. The recommended list may be comprised of only rostered candidates, only new applicants or a mix of the two. A recommended list that only contains rostered candidates does not require review by the Central Review body.

7. For recommended lists that require a review by the Central Review body, the Hiring Manager shall generate and submit the Transmittal memo via inspira. If there are applicants who did not respond in the recruitment process and have not withdrawn their application, the Hiring Manager is expected to attach documented evidence of attempts to contact the applicant, who was found suitable, as well as indicate in the assessment record the lack of response and what attempts were made to contact the applicant.

8. When a P-2 YPP (previously the NCRE) candidate is recommended for selection for a P-3 position, there is no need for review by the Central Review Committees provided the candidate meets all the required qualifications in terms of academic qualifications, years of experience, language requirements, etc.

9. In peacekeeping operations and special political missions, the Occupational Group Manager shall transmit one candidate or, preferably, a list of qualified, unranked candidates found suitable for the functions for position-specific job openings through the Director of the Field Personnel Division, to the Field Central Review body. For generic job openings in peacekeeping operations and special political missions, the Occupational Group Manager shall transmit his/her proposed list of qualified, unranked candidates for inclusion in a roster to the Field Central Review body through the Director, Field Personnel Division, DFS, who shall certify that the
process has been complied with and that the recommendations of the expert panel are reasoned and that organizational objectives and targets have been taken into account.

10. For positions at the D-2 level, in line with the Secretary-General’s bulletin, normally a pool of a minimum of three qualified and suitable candidates shall be submitted, of which at least one should be female.

11. Prior to onward submission to the Central Review body, the Recruiter shall review the case. He/she has the authority to return a case when compliance issues are found. The Recruiter shall also review and verify the indicators on the status matrix and make updates, as applicable, for each recommended candidate for example, if and when a candidate’s status has changed, e.g. from internal to external following a separation from service, or at an entity where he/she currently serves has been identified to be downsizing. The Recruiter shall use all available information, including IMIS data and related software bridges, such as e.g. the “EZ HR” tool to confirm and determine the correct value of the status matrix.

11.2 Status Matrix

1. The status matrix contains elements that are mandatory and/or organizational imperatives for which overall performance measurement systems are in place (e.g. the HRM Scorecard), and those factors that are desirable in terms of the organizational values as a responsible employer.

2. When selecting a serving staff member who has been recruited after a competitive process pursuant to Staff Rule 4.15 (review by a Central Review body) or Staff Rule 4.16 (Competitive Recruitment Examination), the representation of his/her nationality in the Secretariat for positions subject to the system of desirable ranges is not an element that merits special consideration. However, the individual’s gender, does play a role in the status matrix for positions in the Professional and higher categories. Female applicants who are serving with the separately administered United Nations funds and programmes or any specialized agency or organization of the United Nations common system holding a current appointment at the P-3 or P-4 levels and who have been in service for a continuous period of 12 months and whose appointments have been endorsed by a review body or equivalent in their organization are considered internal applicants for positions at the P-4 or P-5 levels, respectively. The Recruiter shall review and verify the elements of the status matrix for each recommended candidate within 3 days after the Hiring Manager submits his/her recommendation. The elements to be verified are:

3. Most components of the status matrix are automatically populated by the system as per the status of an applicant as of the deadline date of the job opening, such as:

a. INT S/M - indicates whether an individual is an internal applicant (INT). This indicator is pre-populated where the AP indicator is turned on in the Integrated Management Information System (IMIS) records.
i. The system will automatically identify the individual as an internal applicant in cases where the applicant applies to a job opening at the professional and higher level, where the AP indicator is turned on and the individual is not currently serving in a FS level position and did not previously serve in a GS position. An internal candidate is defined as a serving staff member holding an appointment under the Staff Rules, other than a temporary appointment or Junior Professional Officer, who has been recruited after a competitive process under Staff Rule 4.15 or Staff Rule 4.16.

ii. The Recruiter must ensure that the status as an internal applicant applies to a professional level woman serving with an entity of the United Nations Common System for at least one year on a continuing, fixed-term, indefinite, intermediate, long-term, permanent, or probationary appointment, provided her appointment has been reviewed by a central review mechanism or equivalent body at her parent organization, when she serves at the P-3 or P-4 level and applies for a P-4 position or when she serves at the P-4 or P-5 level and applies to a P-5 position.

iii. Staff members with limited appointment status who have previously served under the 100 series Staff Rules and who have not been recruited following a competitive process pursuant to Staff Rule 4.15 (review by a Central Review body) or Staff Rule 4.16 (competitive recruitment examination) serving in those entities under Section 3.3 of ST/Al/2010/3 dated 21 April 2010 where Heads of Departments/Offices/Missions have been delegated authority to appointment and promote staff up to and including the D-1 level for service limited to the entity concerned, are considered internal applicants only when they apply for a position within the Department in which they currently serve. Staff members in those entities who have previously served under the 200 series Staff Rules and who have not been recruited following a competitive process pursuant to Staff Rule 4.15 (review by a Central Review body) are considered external applicants for all positions.

iv. General Service (GS) staff members may apply as external applicants to a Field Service (FS) post at any level, irrespective of the grade held in the GS category, with consideration of his/her candidacy being based on qualifications, experience and academic qualifications required by the position; if a GS staff member who was selected for an FS position wished to subsequently apply for a Professional position, he/she may apply as an external candidate to a Professional position but only in-line with paragraph 6.4 of ST/Al/2010/3 dated 21 April 2010. If staff in the Field Service category at FS-6 or FS-7 was a GS prior without a break in service, he/she will also be treated as an external applicant.

v. The Recruiter when reviewing and adjusting the status matrix for those applicants on the recommended list for a professional level position, must check those applicants who are at the FS level to determine if they have had prior service in the GS category without a break in service and if yes, the candidate is treated as an external and the status matrix must be adjusted accordingly.

b. Gender - the gender is pre-populated as per the information provided by the applicant in his/her application.

c. NCRE (YPP) - indicates whether a serving staff member has been recruited through the Young Professionals Programme (YPP) (previously the NCRE) or the G to P examination. Where in the IMIS records the respective indicator is turned on, this will be so reflected here.

d. 5 yrs + in position - this field gives an indication as to whether a serving staff member has served in his/her current position for more than five years. This will become particularly relevant once maximum position occupancies and standard assignment lengths will have been established.

e. 12 months in position - indicates whether the candidate has served 12 consecutive months in
his/her current position in the United Nations Secretariat, peacekeeping operation or special political mission.

f. Disability - indicates whether the candidate has a physical disability, as indicated in his/her profile.

g. Spouse - indicates whether the applicant is the spouse of a currently serving staff member as indicated in his/her profile.

h. Police and Troop Contribution Country - indicates whether the country of nationality of the candidate is a police and/or a troop contributing country.

Due consideration is given to candidates from troop-or-police contributing countries for positions in a peacekeeping operation of Headquarters support account-funded positions in the Department of Peacekeeping Operations, the Department of Field Support and other departments with support account resources.

i. Downsizing - Staff serving in a United Nations Secretariat entity including peace keeping operation and special political missions that is downsizing due to closure of the office or completion of a mandate, as determined by the ASG/OHRM, are flagged for a manual review by the Recruiter. The Recruiter must ensure the information is correct. The downsizing indicator applies from one year before the abolition of the position until one year after separation from service of the individual from such an entity.

j. Un - and Under rep. - pre-populated as per the information provided by the applicant in his/her application as to whether the applicant applied for the position through an outreach campaign.

k. Previously 200/300 - pre-populated as per the information provided by the applicant in his/her application.

4. The following fields are manually completed by the Recruiter based on the information available:

a. Service in the field - indicates whether the candidate has served or currently serves in a field duty station, particularly in a peacekeeping operation or special political mission.

b. Victims of malicious act - indicates whether the candidate is a victim of a malicious act, natural disasters or emergency situation, as determined by the Organization.

11.3 Understanding the Cancelling of a Published Job Opening after Evaluation of Applicants

1. In the event the assessment panel concludes that none of the applicants are suitable for the position, the Hiring Manager will record a detailed evaluation in inspira for each applicant. The Hiring Manager will through the Executive Office/Staffing Table Manager submit to the Senior Recruiter a request to cancel the job opening.

2. The Hiring Manager shall be aware that no job opening will be cancelled following submission to the Central Review body and endorsement of at least one (1) recommended candidate. In this respect, reference is made to a judgment made in the UN Tribunal on cancellation of a vacancy announcement. 18

Chapter 12: Record Evaluations and Recommendations using inspira

12.1 Create an Assessment Record

Each member of the Assessment Panel including the chairperson may enter his/her assessment and recommendation of each applicant who was interviewed into inspira. The Hiring Manager, will enter the final assessment record for each applicant based on the panel’s recommendation. The Central Review body will have access to all comments made by the panel members and Hiring Manager.

1. Log into inspira, locate and open the job opening.
2. On the Job Opening page, locate the applicant and from the Take Action column select Manage Assessments.
3. On the Assessment page, click on the Create Assessment Record link.
4. On the Assessment page, complete the following fields.
   a. Assessment Date - select the date of the assessment.
   b. Assessment Type - select the type of assessment.
      i. If you are a Panel Member select Panel Member.
      ii. If you are the Hiring Manager and all the Panel Members have entered their evaluations, select Final.

   Enter the assessment type
   Academic, Experience and Language score are automatically populated from preliminary evaluations and will not be editable.

   Enter the overall rating
   If the applicant was selected from the roster or failed the assessment exercise and you don’t want to consider them further, skip this step.

   Enter the recommendation
   Enter the final overall assessment comments

   A rating and comment must be entered for each competency entered in the job opening

   Enter the assessment type
   Academic, Experience and Language score are automatically populated from preliminary evaluations and will not be editable.

   If the applicant was selected from the roster or failed the assessment exercise and you don’t want to consider them further, skip this step.

   Enter the recommendation
   Enter the final overall assessment comments

   A rating and comment must be entered for each competency entered in the job opening
c. Enter your rating for each competency that was evaluated during the assessment. Any rating lower than “satisfactory” for any competency assessed will result in an overall rating of “not recommended”.

i. Unsatisfactory - applicant does not meet the requirements
ii. Partially Satisfactory - applicant partially meets the requirements
iii. Satisfactory - applicant fully meets the requirements
iv. Outstanding - applicant exceeds the requirements
v. Not Applicable - the rating does not apply

d. Select an Overall Rating for the applicant based on the ratings provided for each competency. If the competency section did not require completion, then

i. If the applicant was selected from the roster, select an overall rating of ‘Not Applicable’.
ii. If the applicant failed the assessment exercise, select an overall rating of ‘Unsatisfactory’.
iii. If the applicant did not respond in the recruitment process and has not withdrawn their application, select an overall rating of ‘Unsatisfactory’.

e. Select a recommendation for the applicant based on the rating:

i. If the applicant was selected from the roster, select a recommendation of ‘Recommended’.
ii. If the applicant failed the assessment exercise, select a recommendation of ‘Not Recommended’. In the Reason field select ‘Failed assessment’.
iii. If the applicant did not respond in the recruitment process and has not withdrawn their application, select a recommendation of ‘Not Recommended’. In the Reason field, select ‘No Response to Invitation’.

f. In the General Comments box, provide the results of the assessment.

i. If the applicant was selected from the roster, enter “RM candidate”.
ii. If the applicant failed the assessment exercise and will not be recommended, enter “Failed assessment test”.
iii. If the applicant did not indicate whether s/he was still interested in the position and has not withdrawn their application, indicate the lack of response and what attempts were made to contact the applicant. The Hiring Manager is expected to attach evidence of all communications with the applicant through the Contact Notes feature on the applicant’s Assessment page.

5. Click on Save.
6. Repeat the above steps for each applicant.
7. If this was the Final Recommendation, prepare a Transmittal memo (refer to steps below on how to generate and submit the Transmittal memo) and inform the Recruiter who will review the case and validate the Status Matrix prior to onward submission to the relevant Central Review body. For a sample of the required Transmittal memo, refer to the Sample of Transmittal Memo from the Hiring Manager section in the annex.

12.1.1 Generate and Submit the Transmittal Memo

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.

For standard Job Openings, generate a **“Final” Transmittal memo**. For a continuous Job Opening, generate a “Batch” **Transmittal memo** and a “Final” when the last candidate is submitted.

### 12.1.1.0.1 Generating the Transmittal Memo

- Click on the “Activity and Attachments” Link.
- Click on either “Add Batch Transmittal Memo” or “Add Final Transmittal Memo”

The Transmittal Memo page now opens. The information is populated automatically from the JO. There are additional fields where you can enter relevant information.

**NB: The required fields are marked with an asterisk (*)**.

Upon completion, you can choose to “Save”, allowing you to click on “Edit” and update the information. Once the **Transmittal memo** is finalized, click on “Submit”.

Click on “Activity and Attachments” Link.

Select either “Final” or “Batch” Transmittal Memo.

Fields for additional relevant information.

Required fields are marked with an asterisk.

Click on “Save” or “Submit”.

Submit
Chapter 13: The Role of the Central Review Bodies

This chapter provides an understanding of the various Central Review bodies and the role they play in the review of the evaluation criteria of a job opening and the endorsement of the list of recommended candidates.

13.1 Role of the Central Review Bodies

1. In line with Staff Rule 4.15, Central Review Bodies are established at Headquarters and at designated duty stations to review and advise on the recommendations for selection of: staff in the P-5 and D-1 levels (Central Review Boards), staff in the professional category up to and including the P-4 level (Central Review Committees), and staff in the General Service and related categories at the G-5, TC-4 and S-3 levels and above (Central Review Panels) in the Secretariat.

2. A Central Review Board for regional commissions is established to review and provide advice on the recommendations for selection of staff at the P-5 and D-1 levels for the five regional commissions (Economic Commission for Europe, Economic Commission for Africa, Economic Commission for Latin America and the Caribbean, Economic and Social Commission for Asia and the Pacific, and Economic and Social Commission for Western Asia).

3. Field Central Review bodies are established in the Department of Field Support to review and advise on the recommendations of candidates for inclusion in rosters: at the P-5 and D-1 levels (Field Central Review Board), at the professional category for positions up to and including the P-4 level, as well as positions in the Field Service category at the FS-6 and FS-7 levels (Central Review Committees), and in the Field Service category up to and including the FS-5 level (Central Review Panels) in peacekeeping operations and special political missions administered by the Department of Field Support. The roster candidates may subsequently be selected for appointments to specific positions. Field Central Review bodies also offer advice on the recommendations for selection of staff to position-specific job openings as well as positions in peacekeeping operations and special political missions, as and when required. For the composition of the Central Review bodies, their Rules of Procedures and functions, refer to ST/SGB/2011/7 - Secretary-General’s bulletin on Central Review bodies.

4. The Senior Review Group is established to offer advice on recommendations to the Secretary-General for selections at the D-2 level. The Senior Review Group uses the inspira platform and follows their established Rules of Procedure as per the provisions of ST/SGB/2011/8 governing the establishment, composition and functions of the Senior Review Group (SRG).

5. Assessment panels and expert panels (departmental, interdepartmental or at the unit level) are distinct entities from the Central Review bodies, with entirely different functions. As such, their composition and duties are in no way tied to the structure or functions of the Central Review bodies.

6. Applicants who, following the established recruitment procedures outlined in ST/AI/2010/3 dated 21 April 2010 on the Staff Selection System, have been endorsed by a Central Review body and selected for a position, become internal applicants (except for applicants at the General Service and related categories applying to vacancies at the Field Service category). As a result, the appointment status of the individual selected would not or would no longer be limited to service with the entity concerned. Staff members with a limited appointment status who have not been recruited following a competitive process pursuant to Staff Rule 4.15 (review by a Central Review body) or Staff Rule 4.16 (competitive recruitment examination) serving in those entities under Section 3.3 of ST/AI/2010/3 dated 21 April 2010 where Heads of Departments/
Offices have been delegated authority to appoint and promote staff up to and including the D-1 level for service limited to the entity concerned, are considered external applicants unless they apply for a position within the Department in which they currently serve.

7. Alternatively, Heads of Departments/Offices who choose not to opt for the full application of the staff selection system as promulgated in ST/AI/2010/3 dated 21 April 2010 and who have been delegated authority to appoint and promote staff for service limited to the entity concerned may establish a special joint body to advise them in the exercise of their authority. Individuals selected for positions without the endorsement of a duly established Central Review body remain external applicants unless they apply for a position within the Department in which they currently serve and have an appointment status limited to the entity concerned.

8. In cases of separately administered programmes, funds and subsidiary organs of the United Nations, the executive heads of these entities, to whom the Secretary-General has delegated appointment and promotion functions, may establish advisory bodies to advise on staff members recruited specifically for service with those programmes, funds or subsidiary organs.

13.2 Function of Central Review Bodies

1. The Central Review bodies:
   a. review and approve the evaluation criteria of job openings created based on individually classified job descriptions;
   b. review recommendations for filling a specific position or for placing candidates on the roster following a generic job opening made by departments/offices concerned to ensure that the integrity of the process was upheld, that the eligible applications and profiles of applicants were reviewed on the basis of the pre-approved evaluation criteria and that the applicable procedures were followed.

13.3 Secretary of the Central Review Body

1. The Office of Human Resources Management and the local human resources offices designate a staff member to serve as Secretary of a Central Review body.

2. The duties of the Secretary shall include:
   a. Notifying members of the meetings;
   b. Communicating the agenda for cases to be reviewed on a daily basis;
   c. Sending request for members’ availability to review cases every three (3) months;
   d. Assigning cases to the members on a weekly basis based on their availability;
   e. Ensuring the availability of all documentation;
   f. Compiling members’ recommendations;
   g. Drafting correspondences for approval by the Chairperson; and
   h. Recording recommendations of the Board and assist in transmitting them to the heads of departments/offices or the Department of Management, as applicable.

3. The Secretary shall record the recommendations of the Central Review body and transmit them on behalf of the Chair to the Heads of Departments/Offices/Missions or the Department of Management, as applicable. The Secretary also maintains a record and provides statistics as and when required.
Chapter 14: Selection Decision

This chapter provides an understanding as to who has the authority to make a selection decision and how such decisions are made.

1. Prior to finalizing the assessment and making a recommendation, the Hiring Manager should ensure he/she is conversant with the internal delegation of authority with the Department/Office. Every Department/Office/Mission has developed its own internal procedures for discussion with the Head of Department/Office on the selection of recommended candidates. For example; a Head of Department/Office may have delegated the authority to select up to junior professional levels to the appropriate division director or his/her deputy.

2. In making the selection decision, as per Article 101 (3) of the UN Charter, the paramount consideration is “the necessity of securing the highest standards of efficiency, competence, and integrity”. Thus, in making the final selection decision, it is essential that Heads of Departments/Offices focus on the candidate with the highest ability to perform the functions of the job opening.

3. When the Central Review body is satisfied that the evaluation criteria were properly applied and/or the applicable procedures were followed, the Head of Department/Office, under the delegated authority, makes a selection decision from the recommended list.

4. The Head of Department/Office has the authority to make selection decisions, under the delegated authority, of staff up to the D-1 level.

5. Where recruitment authority has not been delegated to a Head of Department/Office, appointment decisions are made by OHRM or the Department of Field Support (DFS) for positions up to and including the D-1 level.

6. Selection and appointment decisions for positions at the D-2 level are made by the Secretary-General when the Senior Review Group (SRG) is satisfied that the applicable procedures were followed.

7. The Head of Department/Office shall select the candidate he/she considers to be best suited for the functions. In the selection consideration should also be given to staff members who are:
   a. Victims of malicious acts or natural disasters;¹
   b. Serving staff members who have served under the former 200 and 300 series of the Staff Rules;
   c. Candidates from troop- or police-contributing countries for positions in a peacekeeping operation or Headquarters support account-funded positions;
   d. Prior service or employment of candidates in field duty stations, for positions for which relevant field experience is highly desirable, as applicable and as stipulated in Chapter III paragraph 10 General Assembly resolution A/RES/63/250 dated 10 February 2009 on Human Resources Management;
   e. Serving staff members holding an appointment other than a temporary appointment affected by abolition of their position or serving in an entity undergoing downsizing and/or liquidation resulting in abolition or reduction of posts, as determined by the ASG/OHRM, when applying for a Secretariat job opening at their current level or one level above, within one (1) year prior and one (1) year after the abolition of the post or reduction in force;
   f. Staff members in the General Service and related categories from such entities shall also be given fullest regards for Secretariat vacancies at their current level or one level above provided they are eligible for local employment at the concerned duty station and have

¹ As mandated per Resolution A/RES/64/260 dated 5 May 2010 on Special Subjects relating to the Programme Budget for the Biennium 2010-2011
passed the relevant entry-level test required for such vacancies, within one (1) year prior and one (1) year after the abolition of the post or reduction in force.

8. If a list of qualified candidates has been endorsed, the **Head of Department/Office**, in close cooperation with the **Hiring Manager** and other responsible officials in the department/office/mission, selects for a position-specific job opening up to and including the D-1 level the candidate he/she considers to be best suited for the functions, keeping in mind the departmental HRM Scorecard and the elements contained in the status matrix. The endorsed candidates are placed on a roster of pre-approved candidates from which they may be considered for future job openings at the same level within the same job code.

9. When a **Central Review body** finds that the evaluation criteria have not been properly applied and/or the applicable procedures have not been followed, it requests additional information from the **Head of Department/Office**, the **Hiring Manager** or the ex officio member representing OHRM, the local human resources office or the ex officio member representing the Department of Field Support as appropriate. If the questions are not answered and the doubts are not resolved to the satisfaction of the **Central Review body**, the authority to make a selection decision with respect to a particular job opening is withdrawn.

10. The case is referred to the:
   - **ASG/OHRM** for positions up to and including the P-4 level;
   - **Under-Secretary-General for Management** for positions at the P-5 and D-1 levels; or
   - **Head of Department/Office** with delegation of authority for positions up to and including the D-1 levels.

11. In all cases, the advice of the **Central Review body** on the recommendation by the **Head of Department/Office** must be given due consideration.

12. If the selected candidate for a position-specific job opening fails to take up the functions within the established timeframe or vacates the position within one year from the **inspira** selection date, the **Head of Department/Office** has the authority to select a roster candidate pre-approved for selection for the job opening without further reference to the **Central Review bodies**.

13. Similarly, the **Head of Department/Office** has the authority to select a roster candidate pre-approved for selection without further reference to the **Central Review bodies**, on the recommendation of the **Hiring Manager** from among the applications released to him/her, provided that for a position-specific job opening, a new job opening has been published, the **Hiring Manager** has conducted the necessary evaluations, and the roster candidate is suitable for the job opening. If a job opening contains more than one post and the department is interested in the immediate selection of a roster candidate, then a selection will be made and the other available posts may undergo a regular recruitment process.

14. Where a candidate, including a rostered candidate, is proposed for selection for a position involving significant functions in human resources, financial or physical resources as well as information and communications technology, selection may not take place until the individual concerned has been designated by the appropriate office (Office of Programme Planning, Budget and Accounts (OPPBA) for finance, Office of Central Support Services (OCSS) for physical resources, Department of Safety and Security (DSS) for security, Office of Human Resources Management (OHRM) for Human Resources, Department of Field Support (DFS) for field personnel, and Office of Information and Communications Technology (OICT) for information and communications technology) within the Department of Management. Due to the large volume of candidates that are being rostered for generic job openings, it may not be possible to perform the designation review for all candidates prior to inclusion in a roster.
15. The Executive Office at UNHQ or the local human resources office shall inform the selected candidate of the selection decision and the on-boarding process is initiated.

16. The Hiring Manager or the Occupational Group Manager shall inform candidates endorsed by the Central Review bodies of their placement on a roster and shall advise them that they may be selected from the roster for similar positions that may become available. Roster membership periods vary depending on the date of the job posting, as follows:

- **Before 01/01/2007**: the expiry date for both men and women was one year from the date of roster placement. From 01/01/2007 to 21/04/2010: the expiry date is three years for women and one year for men from the date of roster placement.

- **From 22/04/2010**: the initial expiry date was three years for women and two years for men from the date of roster placement. However, with effect from 29 June 2012, the expiry date for candidates who were rostered as a result of a job opening posted on or after 22 April 2010 is now indefinite. The applicants reviewed after the initial pre-screening stage that are neither selected nor included in the recommended list are also informed by the Hiring Department.

17. The applicants considered not eligible and eliminated prior to Hiring Manager review are informed by the Recruiter.

18. In cases where the recruitment action is suspended (e.g. due to lack of funding or for administrative reasons), the Recruiter will notify all applicants of the decision to suspend recruitment.

19. The Recruiter will have to ensure that reference verifications and the required designation for positions performing significant functions in financial, human and physical resources as well as information and communications technology has been obtained from the Department of Management and the Office of Information and Communications Technology prior to selection. A record of the background verification and designations is maintained.
Chapter 15: Roster Management

This chapter provides an overview of roster management; it discusses the inclusion of applicants in the roster, the validity period on the roster, communication with rostered applicants, roster searches as well as consideration and selection of roster applicants.

15.1 General

1. Rosters consist of candidates who have been endorsed by a Central Review body for a particular job opening and who have indicated an interest in being considered for selection for a future job opening within the same job code. A job code is defined by the following parameters: specific job family, category/level, functional title and roster type.

2. These candidates, who, in connection with a previous application for either a generic or a specific job opening, have undergone a rigorous competency and knowledge-based assessment and vetting process conducted by an Assessment Panel may be selected without referral to a Central Review body.

3. Rostered applicants are considered ready, willing and able for positions with similar functions and requirements (work experience, education, languages, competencies and skills). Roster applicants can express their interest in newly advertised position-specific job openings for consideration by submitting their updated PHP and cover letter via inspira. Entities with approval for roster-based recruitment may decide to select a roster applicant without having to advertise the new vacant position. In this case, a review by the Central Review body is not required, since the rostered applicant is already vetted, hence speeding up the recruitment process.

4. The entities with approval to use the roster-based option to fill project-related positions in the field are: Department of Field Support (DFS); United Nations Office on Drugs and Crime (UNODC); Office for the Coordination of Humanitarian Affairs (OCHA); United Nations Human Settlements Programme (UN-HABITAT); United Nations Environment Programme (UNEP); and Office of the High Commissioner for Human Rights (OHCHR). The intent is to ensure that these entities are able to fulfil their mandates in a timely manner, particularly in the areas of anti-money laundering, remote sensing/crop monitoring, etc. The use of the roster-based option does not apply to established positions in the field such as, representative and programme management officers.

15.2 Inclusion in the Roster

1. Candidates who have been recommended and endorsed by a Central Review body for a position will be automatically entered into a roster by inspira for the job code of the position. Candidates are entered into the roster as of:
   a. For position-specific job openings: If the candidate is a newly rostered candidate, inclusion in the roster occurs immediately following the selection by the Head of Department.
   b. For generic job openings, the retention time is calculated immediately following the endorsement of the Central Review body.

2. Rostered candidates who were recommended for a position that did not require endorsement from a Central Review body and were not selected, will not be re-rostered.

3. Rostered applicants are pre-approved for similar functions, from which they may be considered for future job openings within the same job code (i.e., specific job family, category/level, functional title and roster type), if they express interest via inspira.

4. Generic job openings unrelated to a specific position are published for the purpose of creating and maintaining viable rosters of qualified applicants for immediate and anticipated job
openings, including job openings for generally, but not exclusively, less than one year, for entities with approval to use roster-based recruitment. Such immediate and/or anticipated job openings are identified through strategic workforce planning in peacekeeping operations, special political missions and other field-based initiatives. Typically, the field-based initiatives are activities previously administered under the former 200 series of Staff Rules, such as programme and projects implemented in the areas of humanitarian intervention, human rights, drug control and crime prevention, etc. Rosters are actively managed, i.e. when it is found that there is an insufficient number of rostered applicants available on a particular roster, generic job openings are published to attract new applicants of the appropriate diversity in terms of geographical representation and gender.

5. Roster applicants who have been rostered following their application to a vacancy announcement advertised in Galaxy maintain their status for the remaining period stipulated for his/her roster eligibility and are migrated for this purpose into inspira.

15.3 Validity of Rosters

1. Once candidates have been placed in an inspira roster that is relevant to the job code for the job opening for which they applied, they will maintain membership in the roster for the following durations:
   • Before 01/01/2007 the expiry date for both men and women was one (1) year from the inclusion date to the roster.
   • Between 01/01/2007 through 21/04/2010 the expiry date is: for women, three (3) years from the inclusion date to the roster and for men, one (1) year from the inclusion date to the roster.
   • From 22/04/2010 the initial expiry date was three years for women and two years for men from the date of roster placement. However, with effect from 29 June 2012, the expiry date for candidates who were rostered as a result of a job opening posted on or after 22 April 2010 is now indefinite.

2. Legacy rostered candidates falling under the provisions of section 9.3 of ST/Al/2006/3/Rev.1 will maintain membership in the roster for the remaining period stipulated for their roster eligibility. Once a candidate has been placed in an inspira roster they will maintain membership in the roster for the following durations:
   • Legacy rostered candidates falling under the provisions of section 9.3 of ST/Al/2006/3 Rev.1 will maintain membership in the roster for the remaining period stipulated for their roster eligibility. The expiry date for women will be three (3) years from the inclusion date on the roster and for men, one (1) year from the inclusion date on the roster.
   • Inspira and Legacy candidates falling under the provisions of section 9.4 of ST/Al/2010/3 will maintain membership in the roster as follows: for women, three (3) years from the inclusion date in the roster and for men, two (2) years from the inclusion date.
   • From 22/04/2010: the initial expiry date was three years for women and two years for men from the date of roster placement. However, with effect from 29 June 2012, the expiry date for candidates who were rostered as a result of a job opening posted on or after 22 April 2010 is now indefinite.

3. Candidates who have been rostered may have one of the following dispositions:
   • Rostered - indicates that you have continued interest in being considered for future job openings for job codes similar to the one you originally applied to and have been rostered.
Active applicants will have the disposition of Rostered.

- **Hold** - invoked by the applicant, temporarily suspending her/his membership on the roster. This means that the applicant will no longer be sent job alerts for any future job openings for the job codes against which they were rostered.

- **Expired** - indicates that the applicant’s membership in the roster has expired and her/his application is no longer available for selection.

**With effect from 29 June 2012, the expiry date for candidates who were rostered as a result of a job opening posted on or after 22 April 2010 is indefinite.**

- **Withdrawn** - invoked by the applicant, the applicant has removed their application from the roster and is no longer available for selection.

### 15.4 Communication with Roster Applicants (Roster-based Recruitment)

1. An automatic notification shall be sent to all applicants informing them that they are rostered. This notification shall explain that they have been rostered and that they may be considered in the future for positions with the same job code (i.e., a specific job family, category/level, functional title and roster type).

2. An automatic notification shall be sent to the rostered applicant(s) shortly after the posting of a *Job Opening* with the same job code for which they were rostered, inviting them to express interest in the *Job Opening*.

3. Roster candidates are encouraged to apply to positions for which they are qualified as soon as possible. They are advised to update their cover letter and PHP before expressing interest in the *Job Opening*.

### 15.5 Administrative Roster Search

1. *inspsira* roster searches are conducted based on a job code: A job code is defined by the following parameters: specific job family + category + level + functional title + roster type.

   *For example, applicants who applied and were rostered for an Administrative Assistant position at the G-5 category and level would be rostered in the “Administrative Assistant G-5” roster.*
2. In order to assist with good recruitment planning for entities using roster based recruitment, OGMs and STMs are able to perform an administrative roster search of both inspira rosters and legacy rosters. Roster searches may be conducted based on the job code.

   Legacy roster searches are similarly conducted, except that they are based on: specific job family + category/level + functional title without a job code.

3. In entities that have approval for roster-based recruitment, roster searches are conducted by the Occupational Group Manager when a position becomes vacant for submission to the Hiring Manager. The entities with approval to use the roster-based recruitment to fill project-related positions in the field are: Department of Field Support (DFS); United Nations Office on Drugs and Crime (UNODC); Office for the Coordination of Humanitarian Affairs (OCHA); United Nations Human Settlements Programme (UN-HABITAT); United Nations Environment Programme (UNEP); and Office of the High Commissioner for Human Rights (OHCHR). The intent is to ensure that these entities are able to fulfill their mandates in a timely manner, particularly in the areas of anti-money laundering, remote sensing/crop monitoring, etc. The use of roster-based recruitment does not apply to established positions in the field such as representative and programme management officers.

4. For anticipated Job Openings and for outreach purposes, the roster management functionality allows the Staffing Table Manager/Executive Office to search rosters using the evaluation criteria of the new job opening or narrow the search by selecting additional criteria.

15.6 Consideration of Roster Applicants

1. When a new Job Opening is posted, inspira will send an automatic job alert to the applicants that he/she will be considered as a roster candidate in that Job Opening (a roster candidate is pre-approved for selection for a position with similar functions within the same job code (i.e., job family, category/level, functional title (which may vary slightly from the posting title) and roster type), alerting them to apply if they are interested and available for immediate selection.

2. Roster candidates must express their interest and availability for published job openings by submitting an updated PHP and cover letter to the relevant Job Opening in inspira. This process is functionally identical to applying to the Job Opening.

3. When a roster candidate applies to a job opening in the same job code for which they were rostered, the inspira tool will display a corresponding ‘roster flag’.

4. Legacy roster candidates are identified by "GX" in the RM column on the Manage Applicants page. Inspirra roster candidates are identified by "RM".

   Recruiters will prioritize the release of eligible roster candidates who have expressed in a Job Opening.

5. Hiring Managers may immediately recommend the selection of a qualified roster applicant from among the released rostered applications. The Hiring Manager is not required to interview the rostered applicant. In order to speed up the process, under such circumstances Hiring Managers need not record their evaluations of new non-rostered applications. Selection of a rostered applicant does not require a further review by the Central Review bodies. One or preferably several roster applicants found suitable may be recommended for selection at this stage.
6. In order to move the recommendation of the roster applicant forward for selection, the **Hiring Manager** shall be required to enter a final evaluation for the proposed roster applicant.

7. When more than one post is advertised in a job opening, the **Hiring Managers** may immediately recommend the selection of a qualified roster applicant from among the released rostered applications. The **Hiring Manager** is not required to interview the rostered applicant. In order to speed up the process, under such circumstances **Hiring Managers** need not record their evaluations of new non-rostered applications. Selection of a rostered applicant does not require a further review by the **Central Review bodies**. One or preferably several roster applicants found suitable may be recommended for selection at this stage.

8. The recommended list may be comprised of only rostered applicants, only new applicants or a mix of the two. A recommended list that only contains rostered applicants does not require a review by the **Central Review body**. In all other cases, the full recommended list must go to the respective **Central Review body** for endorsement. When the **Central Review body** is satisfied that the evaluation criteria were properly applied and/or the applicable procedures were followed, the recommendation along with a reasoned record is submitted to the **Head of Department/Office** for making a selection decision.

9. When considering rostered candidates, please note that a candidate who served at a higher level upon a temporary promotion and has been rostered at a higher level than the level of the temporary promotion and has meanwhile returned to his/her original level, is only eligible for consideration for positions at one level higher than his/her personal level and is no longer a valid roster candidate at the higher level.

### 15.7 Selection of Roster Candidates

1. In instances where a selected candidate for a position-specific job opening fails to take up the functions within the specified period for personal reasons or vacates the position within one year from the **inspira** selection date, the **Head of Department/Office** may select another candidate from the list endorsed by the **Central Review body** with respect to the particular job opening. If no such candidate is available, the **Head of Department/Office** may decide to advertise the position in the compendium.

2. The **Recruiter** will have to ensure that reference verifications and the required designation for positions performing significant functions in financial, human and physical resources as well as information and communication technology have been obtained for all rostered candidates from the Department of Management and the Office of Information and Communication Technology (OICT) prior to selection.

3. Once a job opening is advertised, **Hiring Managers** may immediately recommend the selection of a qualified roster applicant or qualified roster applicants (when filling multiple positions) from among the released applications. **Hiring Managers** are not required to interview roster applicants but are encouraged to do so in a less formal setting in order to establish a sense of the applicant’s overall fit within the team/unit. In order to speed up the process, under such circumstances the **Hiring Manager** need not record his/her evaluation of new non-rostered applications. Selection of a roster applicant is not required to go through a review by a **Central Review body**. One or preferably several roster applicants found suitable may be recommended for selection at this stage.

4. In order to move the recommendation of a roster candidate forward for selection, the **Hiring Manager** shall be required to enter a final assessment in order to ‘recommend’ the proposed roster candidate for selection.

5. Where multiple positions are advertised under one job opening, the Hiring Manager may immediately recommend the selection of one or more rostered candidates to fill the position(s).
For any remaining positions on the JO not filled through the roster, the Hiring Manager then continue with the recruitment process to fill the remaining positions and must submit a recommended list of candidates for review by the Central Review body. The recommended list can be comprised of a mixture of rostered and new candidates or a list of only new candidates.

6. In all other cases when either filling one or multiple position(s), Hiring Managers are required to review all new applications along with rostered candidates and must evaluate the profiles and record their findings as to whether they find the applicant as meeting none, some, or all of the required qualifications must be long-listed by the Hiring Manager. Any applicant found suitable (meeting the required and if applicable, any desirable qualifications) must be short-listed by the Hiring Manager to undergo at least a competency-based interview and/or an assessment exercise (knowledge-based test or other simulated exercise).

7. Rostered candidates are eligible for consideration and selection as rostered applicants only if they were placed on the roster prior to or during the posting period of the Job Opening in the job code for which they are being considered.

   - Where multiple positions are advertised under one job opening the Hiring Manager may immediately select one or more rostered candidates to one or more position(s), the Hiring Manager may then continue with the recruitment process for all new applications for any remaining positions and submit the recommended list after internal departmental approval through the Executive Office for recruiter to review ahead of submission to the relevant Central Review body for endorsement.

8. The consideration and selection of a roster candidate shall be possible right up to the point before the Hiring Manager submits a recommended list via the Executive Office to the Recruiter to submit to the relevant Central Review body for endorsement. Once the recommended list of candidates is submitted, the Hiring Manager shall no longer be able to recommend a direct any selections from the roster.

9. Where only roster candidates are recommended for selection by the Hiring Manager, further reference to the Central Review body is not required.

10. In instances where a Hiring Manager recommends a combination of rostered and new applicants for a vacant position, the recommended list shall be reviewed by the Central Review bodies.
Chapter 16: Inspira Communications and Notifications

This chapter provides a matrix that outlines the types of communications sent, to whom the communications are sent (e.g. applicant, Hiring Manager, Recruiter, Executive Officer, etc), who is responsible for sending the communications and when the communications are sent.

Samples and templates of the various communications are provided in the Annex - Communication with Applicant Notification Template.

16.1 Automatic Notifications

*inspira* will automatically send the notifications outlined in the table below in response to a specific action taken by the applicant or member of the hiring team (i.e. Recruiter, Hiring Manager, Head of Department, Executive Officer, etc.).

<table>
<thead>
<tr>
<th>Automatic Notifications</th>
<th>To</th>
<th>Sent by</th>
<th>Signed by*</th>
<th>cc; bcc</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account creation</td>
<td>New applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>At the time account has been successfully created</td>
</tr>
<tr>
<td>Applicant password notification</td>
<td>Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>when user requests forgotten password on login page</td>
</tr>
<tr>
<td>Applicant user name notification</td>
<td>Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>When user requests forgotten User ID on login page</td>
</tr>
<tr>
<td>Application submission</td>
<td>Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>Upon submission of an application</td>
</tr>
<tr>
<td>Application submission - Rostered applicant</td>
<td>Rostered Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>Upon submission of an application</td>
</tr>
<tr>
<td>Failed assessment</td>
<td>Applicants with disposition: Not Recommended</td>
<td>Automatically by the system</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Upon first selection (only applicable to position specific JO, not to Continuous JOs and not to direct selections from the Roster)</td>
</tr>
<tr>
<td>Automatic Notifications</td>
<td>To</td>
<td>Sent by</td>
<td>Signed by*</td>
<td>cc; bcc</td>
<td>When</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
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<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Job Alert - Rostered Applicant</td>
<td>Rostered Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>Following the posting of a JO, a notification is sent to those who have been rostered against the same job code.</td>
</tr>
<tr>
<td>Job Alert</td>
<td>Applicants</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>Once a week a notification is sent to applicants listing all newly published JOs that meet the selected criteria of their Job Alerts</td>
</tr>
<tr>
<td>Notification to applicants being rostered in a position specific JO</td>
<td>Applicants being rostered in a Position Specific JO</td>
<td>Automatically by the system</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Applicant being rostered following a selection (only applicable to position specific JO, not to Continuous JOs)</td>
</tr>
<tr>
<td>Notification to applicants being rostered in a Continuous JO</td>
<td>Applicants being rostered in a Generic JO</td>
<td>Automatically by the system</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Endorsement by CRB</td>
</tr>
<tr>
<td>Notification to applicants on the Long List and Not Suitable (position specific JOs only)</td>
<td>Applicants with disposition: Long list and Not Suitable</td>
<td>Automatically by the system</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Upon the first selection (only applicable to position specific JO, not to Continuous JOs and not to direct selections from the Roster)</td>
</tr>
<tr>
<td>Rosteree Notification</td>
<td>Roster candidates applying to a specific JO</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>When Inspira roster candidates apply to Job Opening</td>
</tr>
<tr>
<td>Selection notification</td>
<td>Selected applicants</td>
<td>Automatically by the system</td>
<td>Staffing Table Manager</td>
<td>Primary HM</td>
<td>Selection of Applicant</td>
</tr>
<tr>
<td>Automatic Notifications</td>
<td>To</td>
<td>Sent by</td>
<td>Signed by*</td>
<td>cc; bcc</td>
<td>When</td>
</tr>
<tr>
<td>-------------------------</td>
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</tr>
<tr>
<td>Unsuccessful (Rejected)</td>
<td>Applicants with disposition: Rejected</td>
<td>Automatically by the system</td>
<td>OHRM</td>
<td>N/A</td>
<td>Upon first selection (only applicable to position specific JO, not to Continuous JOs and not to direct selections from the Roster)</td>
</tr>
</tbody>
</table>

| Recruiting Timeline | Hiring Managers | Primary Recruiter | Primary Recruiter | STM, SHRCO and Recruiters | Upon posting of the Job Opening |

* All notifications are sent from the email address of the signatory.
# 16.2 Manual Notifications

The notifications outlined in the table below are sent manually by the responsible member of the hiring team (i.e. Recruiter, Hiring Manager, Head of Department, Executive Officer, etc.) using the Manual Notification function in *inspira* and the selection of the applicable (non-editable) template, at the indicated stage of the staffing process.

<table>
<thead>
<tr>
<th>Manual Notifications</th>
<th>To</th>
<th>Sent by</th>
<th>Signed by*</th>
<th>cc; bcc</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criminal record request</td>
<td>To applicants that responded 'yes' to having a criminal record</td>
<td>Recruiter(s)</td>
<td>Primary Recruiter</td>
<td>N/A</td>
<td>If an applicant selected “yes” to the question “Have you ever been indicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)” at the ‘Cover Letter &amp; Additional Info’ tab in the application.</td>
</tr>
<tr>
<td>Failed assessment</td>
<td>Applicants with disposition: not recommended with reason field: failed assessment and unsuccessful interview</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td><em>In position specific JOs this notification is automated. See Automatic Notifications table.</em> To be used for Continuous JOs and YPP at the discretion of the Hiring Manager.</td>
</tr>
<tr>
<td>Invitation for interview (EXT)</td>
<td>External applicants convoked for an interview</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Once the face-to-face interview has been scheduled in Inspira</td>
</tr>
<tr>
<td>Invitation for interview (INT)</td>
<td>Staff members convoked for an interview</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Once the face-to-face interview has been scheduled in Inspira</td>
</tr>
<tr>
<td>Invitation for phone interview</td>
<td>Applicants convoked for telephone interview</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Once the phone interview has been scheduled in Inspira</td>
</tr>
<tr>
<td>Manual Notifications</td>
<td>To</td>
<td>Sent by</td>
<td>Signed by*</td>
<td>cc; bcc</td>
<td>When</td>
</tr>
<tr>
<td>-----------------------</td>
<td>----</td>
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<td>------------</td>
<td>---------</td>
<td>------</td>
</tr>
<tr>
<td>JO dissemination for outreach purposes</td>
<td>Contact list of AFP, GO, and NGO</td>
<td>Recruiter(s)</td>
<td>Outreach Section</td>
<td>N/A</td>
<td>Shortly after the posting of the JO</td>
</tr>
<tr>
<td>Job opening cancelled</td>
<td>To all applicants</td>
<td>Recruiter(s)</td>
<td>OHRM</td>
<td>N/A</td>
<td>After a Job Opening has been cancelled</td>
</tr>
<tr>
<td>Position filled from a roster</td>
<td>To all applicants that were not selected</td>
<td>Recruiter(s)</td>
<td>OHRM</td>
<td>N/A</td>
<td>For position specific JOs. Manually sent by Recruiter after all positions have been filled from the Roster (No CRB required)</td>
</tr>
<tr>
<td>Recruiter Screening Completed</td>
<td>All Hiring Managers</td>
<td>Recruiter(s)</td>
<td>Primary Recruiter</td>
<td>All STMs, All Recruiters</td>
<td>After the posting period end date has passed and screening has been completed for all applicants (no applicant should be in disposition “HR Assessment”)</td>
</tr>
<tr>
<td>Request for lateral move info</td>
<td>Internal applicants at P4 or FS7 level applying to P5 JOs</td>
<td>Recruiter(s)</td>
<td>Primary Recruiter</td>
<td>N/A</td>
<td>At time of HR assessment</td>
</tr>
<tr>
<td>Request for e-PAS</td>
<td>Internal applicants</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>At time of substantive assessment</td>
</tr>
<tr>
<td>Selection for internship</td>
<td>To all successful applicants</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Candidates selected for an internship</td>
</tr>
<tr>
<td>Transmittal Memo</td>
<td>CRB via Recruiter</td>
<td>Hiring Manager</td>
<td>Hiring Manager</td>
<td>Recruiter</td>
<td>When the recommended list of candidates is comprised of a mixture of new and rostered candidates or only new candidates which requires CRB endorsement.</td>
</tr>
<tr>
<td>Manual Notifications</td>
<td>To</td>
<td>Sent by</td>
<td>Signed by*</td>
<td>cc; bcc</td>
<td>When</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-----------------------------------</td>
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<td>------------</td>
<td>---------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Unsuccessful (Not Suitable/Long List)</td>
<td>Applicants with disposition: Not Suitable and Long list</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>In position specific JOs this notification is automated. See Automatic Notifications table. To be used for Continuous JOs and YPP at the discretion of the Hiring Manager.</td>
</tr>
<tr>
<td>Unsuccessful (Rejected)</td>
<td>Applicants with disposition: Reject</td>
<td>Recruiter(s)</td>
<td>OHRM</td>
<td>N/A</td>
<td>In position specific JOs this notification is automated. See Automatic Notifications table. To be used for Continuous JOs and YPP at the discretion of the Recruiter.</td>
</tr>
<tr>
<td>Unsuccessful for internship</td>
<td>To all unsuccessful applicants</td>
<td>Hiring Manager(s)</td>
<td>Primary HM</td>
<td>N/A</td>
<td>Candidates not selected for an internship</td>
</tr>
</tbody>
</table>

* All notifications are sent from the email address of the signatory.
16.3 Other Communications

The following communications are prepared and sent by the responsible member of the hiring team.

<table>
<thead>
<tr>
<th>Communications</th>
<th>To</th>
<th>Sent by</th>
<th>Signed by*</th>
<th>cc; bcc</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>JO dissemination for outreach purposes</td>
<td>Contact list of AFP, GO, and NGO</td>
<td>Recruiter(s)</td>
<td>Outreach Section</td>
<td>N/A</td>
<td>Shortly after the posting of the JO</td>
</tr>
</tbody>
</table>
Chapter 17: Corresponding with Applicants using inspira

When corresponding with the applicant, submit correspondence to the applicant by performing the following steps.

1. Navigate to the Manage Applicants page.

2. On the Manage Applicants page, in the Take Action column for the corresponding applicant, select ‘Manual Notification’ or ‘Send Correspondence’.

3. The Manual Notifications page contains pre-established templates whereas the Send Correspondence page allows for creating of free text.

4. If you opt to use the Send Correspondence in cases where Automatic or Manual Notification Templates are not applicable, complete the required fields below;
   a. Contact Method - defaults to Email - do not change.
   b. Letter - defaults to blank do not change.
   c. To: - displays the email address the applicant provided in his/her profile/application.
   d. Cc: - optional, enter the email address of the person(s) you wish to carbon copy on the email.
   e. Bcc - optional, enter the email address of the person(s) you wish to blind carbon copy on the email.
   f. Include Interested Parties - by default this field is selected. Click on the checkbox if you do not want to send a copy of this email to Interested Parties on the hiring team.
   g. From: - defaults to the Recruiter’s email address.
   h. Subject: - enter the job opening title and number.
   i. Message: - enter the message as to why you are contacting the applicant. Click on the spell check icon to perform a spell check on your message.
   j. Attachments - optional, to attach a document to this email click on the Add Attachment link.

5. Click on the Browse button to locate the attachment.

6. Click on the Upload button to attach the document to the email.

7. Click on the Preview button to view the email message. Click on the Return button to return to the Send Correspondence page.

8. Click on the Send button. The email is sent to the applicant and any other person(s) you may have carbon copied.
For samples of pre-established templates of Automatic and Manual Notifications, make reference to the Annex E. **Note: All notifications and correspondence are now available to view under each applicant in: ‘Contact Notes’> ‘View All Notifications’> ‘Notification History’. The ‘Notification History’ can be viewed by the HM, Recruiter, STM and HoD.**
Chapter 18: Notification and Implementation of the Selection Decision

This chapter gives guidance on how candidates are informed of the selection decision, whether they are selected, rostered or not further considered.

1. The Executive Office at UNHQ or the local human resources office shall inform the selected candidate of the selection decision and initiate the onboarding process within 14 days after the decision is made in inspira.

2. The inclusion into a roster is done automatically, upon finalization of the selection, by inspira for candidates who are on the recommended list, have been endorsed by the relevant Central Review body. These candidates will receive a notification that they have been placed in the roster that is relevant to the job code of the job opening; this includes position-specific job openings or generic job openings up to and including the D-1 level.

3. Rostered candidates who are selected for a position remain on the roster.

4. An applicant who was convoked for assessments after the initial pre-screening stage, but that is neither selected nor included in the recommended list is so informed by the Hiring Department within 14 days after the decision is made in inspira.

5. Applicants who are not qualified and eliminated prior to the assessment are informed through a system-generated e-mail.

6. When a roster candidate is the selected candidate and the job opening is closed prior to its deadline date, the other applicants must be informed by the Recruiter of their non-selection.

7. The decision to select a candidate is implemented upon its official written communication to the individual concerned, subject to the following provisions:

   a. When the selection entails promotion to a higher level, the earliest possible date on which such promotion may become effective shall be the first day of the month following the approval decision, subject to the availability of the position and the assumption of higher-level functions. Notwithstanding the above, when an encumbered position has been included in the compendium after upward reclassification and an applicant other than the incumbent is selected, the decision shall be implemented only when a suitable position has been identified for the incumbent.

   b. When a serving staff member is the selected candidate, he/she must be released as soon as possible and in any event no later than one month after the date on which the releasing office is notified of the selection decision, if the move is within the same duty station. For staff members selected for a position in another location, including those in missions or a field-based initiative, the release shall be no later than two months after the releasing office is notified of the selection decision.

   c. Whenever a selected candidate fails to take up the functions within the specified periods for personal reasons or vacates the position within one year from the inspira selection date, the Head of Department/Office may select another candidate from the list endorsed by the Central Review body with respect to the particular job opening. If no candidate is available from the list endorsed by the Central Review body for the specific position, the Head of Department/Office shall re-advertise the position.
Chapter 19: Placement Outside the Normal Process

This chapter provides information on when a candidate can be placed in a vacant position without undergoing the staff selection process and by whom.

19.1 Assistant Secretary-General for OHRM

The ASG/OHRM has the authority:

1. To decide on the lateral reassignment of staff members participating in a voluntary reassignment programme and Voluntary Initiative for Network Exchange (VINE), without reference to the Central Review bodies. The programmes, aiming to stimulate mobility of staff, are strictly voluntary. Such movement shall be limited to incumbents of positions approved for inclusion in the exercise and shall not affect the application of the normal rules governing promotion or selection of staff for vacant positions.

2. To place in a suitable position incumbents, other than staff members holding a temporary appointment, for positions which have been reclassified upward and for which an applicant other than the incumbent has been selected, when in need of placement outside the normal process.

19.2 Under-Secretary-General for Field Support

The Under-Secretary-General for Field Support has the authority to assign the following staff members when in need of placement outside the normal process:

1. Staff members in a family mission who have reached the maximum standard assignment length, in order to share the burden of service in non-family missions and to give opportunities for movement of staff from non-family missions to a family mission;

2. Staff members in peacekeeping operations or special political missions not limited to service with a specific mission, when necessary to meet surge requirements.

19.3 Head of Department/Office

1. Parent departments/offices are responsible for ensuring that the positions of staff members who are on mission detail and who hold a permanent, continuing or fixed-term appointment are blocked for the return of these staff members, as currently provided in paragraph 7 of ST/AI/404 dated 19 May 1995.

2. A Head of Department/Office has the authority:
   a. To transfer staff laterally within his/her department/office/mission;
   b. To assign staff temporarily to a higher-level position that is vacant or temporarily vacant. For temporary job openings expected to last for three months or longer, staff of the department/office concerned must be informed of the temporary job opening so as to give staff members the opportunity to express their interest in being considered. Departments/Offices are encouraged to also circulate the temporary job opening widely across the Secretariat in order to yield better results. Every effort must be made to limit temporary assignments to vacant positions to the shortest possible period, during which time the position must be filled under the procedures of this instruction.
19.4 Under-Secretary-General for General Assembly Affairs and Conference Services

The Under-Secretary-General for General Assembly Affairs and Conference Management has authority to transfer laterally language staff, including interpreters, translators, editors, verbatim reporters, proofreaders and production editors, up to and including those at the P-5 level, who serve in New York, Geneva, Vienna and Nairobi.

19.5 Selection for P-2 and P-3 Positions

A one-time exceptional measure until 31 December 2012 will be allowed to make efforts to place in P-3 posts (subject to geographic distribution), successful YPP (previously NCRE) candidates who were on the roster as of 31 December 2009.
Chapter 20: Generate Reports using inspira

20.1 Detailed Applicant Information

This report shows all applicants for the selected disposition status as well as application, evaluation and assessment information.

1. Log into inspira and select Recruiting > Reports > Summary Reports
2. Run Reports for - select Detailed Applicant Information. The Reports on Job openings and Applicants page appears.
3. Job Opening ID - enter the number for the job opening you wish to search.
4. Please select at least one disposition - select one or more dispositions.
5. Click on Generate Report: the Job Opening and Detailed Application Information reports appear.
Total number of applicants that applied to this job opening

Applicants are sorted by their disposition and the number of applicants per disposition is displayed, if the All parameter was selected.

<table>
<thead>
<tr>
<th>Applicant Disposition</th>
<th>No.</th>
<th>Applicant Name</th>
<th>Appl. Type</th>
<th>Gender</th>
<th>RM</th>
<th>Exp</th>
<th>Acad</th>
<th>Lang</th>
<th>Total</th>
<th>Test</th>
<th>Last Updated</th>
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<tr>
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<tr>
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<td></td>
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<td>RM</td>
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<td></td>
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<td>RM</td>
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<td>0</td>
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<td>0</td>
<td>12/06/2011 12:43:32 AM</td>
</tr>
</tbody>
</table>
20.1 Full Status Matrix

This report shows all applicants with the full status matrix information.

1. Log into *inspira* and select Recruiting > Reports > Summary Reports

2. **Run Reports for** - select Full Status Matrix. The Reports on Job openings and Applicants page appears.

3. **Job Opening ID** - enter the number for the job opening you wish to search.

4. **Please select at least one disposition** - select one or more dispositions.

5. Click on **Generate Report**: the Applicant Disposition with Full Status Matrix report appears.
List of applicants who applied to the job opening will be listed based on the disposition parameter selected.

### Applicant Disposition with Full Status Matrix

**Posting Title:** Administrative Assistant  
**Level:** G4  
**Hiring Manager:** Bonden, Jane Marie  
**Department:** Secretariat of the Advisory Committee on Administrative and Budgetary Questions

**Job Opening no.:** 11-ADM-DM-ACABQ-16754-R-NEW YORK (IO)  
**JO Status:** Open  
**Recruiter:** Manci, Gregory  
**Posting Period:**

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>Applicant Disposition</th>
<th>Applicant Type</th>
<th>Applicant Gender</th>
<th>90+ in position</th>
<th>12 months in position</th>
<th>Downstaging</th>
<th>Up and Under rep</th>
<th>Previous 20300</th>
<th>Service in the Past</th>
<th>Victims of violence</th>
<th>Disability</th>
<th>Spouse</th>
<th>Public Cost Co-beneficiary</th>
<th>Troop Cost Co-beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harrisburg, John</td>
<td>Screen</td>
<td>Int</td>
<td>Male</td>
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<td>No</td>
<td>No</td>
<td>No</td>
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<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Annex A: Tips on Describing Work Experience in Job Openings

1. Work experience is an important factor for assessing the suitability of applicants for a given position. The type of positions occupied, the scope of responsibilities assigned and the candidates’ accomplishments provide valuable information on candidates’ ability and potential to perform the functions of the job in question. These guidelines are intended to assist the Hiring Manager to describe the work experience requirements in such a way that individuals with the qualifications most pertinent to the job will apply.

2. In writing the work experience requirements, the Hiring Manager will want to highlight several or all of the following aspects:
   a. Relevance (or similarity) of the applicant’s experience to the job: the field of work; the knowledge of a particular geographic region covered by the job, publications related to the job; conferences attended related to the job.
   b. Work environment: experience in the public sector or the private sector, experience at the international/national level, field experience, peacekeeping experience, etc.
   c. Depth of experience: What is the nature and quality of the candidate’s experience in his/her field of work, e.g., the number and complexity of reports drafted for the legislative organs, the number and type of audits or investigations conducted, etc.
   d. Breadth of experience: Is the candidate’s experience limited to a specialized field of work? Or he/she is multi-skilled and exposed to different fields of work?
   e. Accomplishments/Tangible results achieved: Does the applicant’s PHP indicate any significant achievement? Does it show he/she is a result-oriented person?
   f. Progressively responsible experience: Has the candidate been working in the same position for many years? Or has s/he progressed in her/his career in terms of responsibility or complexity of the job?
   g. Managerial experience: scope of responsibility, planning and budgetary experience, supervisory experience, the level of managerial responsibility (e.g. junior level, mid-level, senior level, top-level), specific achievements, leadership, negotiation skills etc.

3. In building the job opening, the Hiring Manager should:
   a. Identify the critical experience requirements.
   b. Define the experience required in specific terms. For instance “experience gained through policy formulation and economic research”, “experience either in a civilian, military or police organization”.
   c. Describe the requirements as clearly as possible. Use action verbs, e.g. experience in planning/coordinating/mediating/auditing/managing/training etc. Provide examples, e.g. “dealing with a broad range of issues such as sectoral and technological development”, “demonstrated experience in demographic research as evidenced by strong record of publications on the subject”. Avoid terms that illustrate competencies and skills (e.g. ability, knowledge) under the Work Experience section.
   d. Clearly defined requirements allow potential applicants to visualize the functions of the post and help them decide whether to apply. It also allows applicants to customize their application to the experience requirements.

4. Below is a list of descriptive statements that illustrate the various aspects of the work experience:
a. General:

Demonstrated ability to.../demonstrated professional experience in.../ demonstrated effectiveness in.../ must be able to demonstrate/ proven track record in...

b. Length of Experience:
   i. a minimum of five years
   ii. a minimum of 10 years....including a minimum of three years at/in...

c. Functional Orientation
   i. Experience in research/training/ policy formulation/ programme management/in policy development
   ii. Experience involving exposure to/ [directly] related to/ dealing with/in the area(s) of/ in the field(s) of/much of that experience should be related to...
   iii. With particular emphasis on...
   iv. In areas such as/range of issues such as...

d. Quality of Experience
   i. Relevant/ analytical/ research-oriented/ practical/hands-on/direct, high quality
   ii. Prior/Recent
   iii. Post-graduate

e. Type of Work Environment
   i. in the United Nations system/in a United Nations environment
   ii. in an international organization/in a governmental or international organization/in an inter-governmental organization/in a non-governmental organization/in a national/local police force/educational/research institution
   iii. in a field/peacekeeping mission
   iv. in the private sector/in the public sector
   v. in a large organization
   vi. including field experience/including field experience in complex humanitarian emergencies/including United Nations peacekeeping field experience

g. Types of Positions Occupied
   i. Experience gained through...
   ii. Experience in security management such as...

c. Level of Position
   i. in leadership positions/in senior management positions/in middle management positions
   ii. in associate/junior professional positions
   iii. at managerial levels/supervisory levels
   iv. high-level

e. Scope of Responsibility
   i. Progressively responsible/progressively responsible professional experience
   ii. Level of complexity
iii. Complex/highly complex/large-scale
d. Depth and breadth of experience
   i. Broad/extensive/in-depth/specialized
b. Achievements/Tangible Results
   Proven achievements in...
c. a track record in proven achievements in ...
d. successful completion of ...
e. as evidenced by ...

5. Below are examples of possible descriptions of the work experience required at the various levels in the Economics job family:
a. Economic Affairs Officer, P-3: Post-graduate experience required in applying the principles of economic and social development, preferably in the context of [Region]; practical experience in trade and finance gained through involvement in programme development or implementation, research, teaching or related work.
b. Economic Affairs Officer, P-4: Progressively responsible post-graduate experience required in applying the principles of economic and social development, preferably in the context of [Region]; practical experience in trade and finance gained through involvement in programme development or implementation, research, teaching or related work.
c. Senior Economic Affairs Officer, P-5: Progressively responsible experience involving the application of principles and concepts of economics in various contexts, gained through association with national or international economic policy-making, academia or foreign assistance programmes. Experience in leading teams required.
d. Chief of Branch, D-1: Progressively responsible experience in dealing with issues related to international trade at national or international levels required. Good knowledge of current global and regional trade and investment policy issues as well as experience in analyzing, formulating and implementing capacity-building programmes in trade and investment, in particular WTO-related issues is required. Proven record of accomplishment in managing multidisciplinary teams.
e. Director of Division, D-2: Extensive and progressively responsible experience at the national and international levels dealing with international development issues. Managerial and analytical experience in planning and directing major research projects and publications, particularly involving the analysis of comparative national experiences. Demonstrated ability in building intergovernmental consensus on politically sensitive international development issues.
Annex B: Sample of Assessment Exercises

Sample #1 - Written exercise

Please complete the following two exercises:

Exercise 1:

Summarize the report found below in your own words. The report should be reduced to approximately one third of its original length; the summary should have between 400 and 500 words and should be typed directly in an e-mail response. The summary should begin with the words: “The Secretary-General, in his note to the General Assembly stated that...” and should end with: “In conclusion, two options were provided...” Your response should not exceed 500 words.

Exercise 2:

The Regional Programme Centre (RPC) has been endorsed by the United Nations Programme Commission (UNPC) and has been established this year with a limited budget. As a new office, RPC will need to implement its new mandate/work programme. How do you see the mandate/work programme and interaction of an administrative service within the RPC? As the responsible officer, please formulate a mission statement for the Administrative Section of RPC. The response and mission statement should not exceed one single-spaced, typewritten page.

Failure to meet the guidelines for the exercise will result in the loss of points.

Response Guide: responses will be rated on the following bases:

- Clarity of thought and of presentation;
- Capacity to exhibit, in concise writing, logical and sequential thinking;
- Ability to articulate a position, conveying the maximum necessary information whilst making and defending recommendations;
- Proficiency in word processing.

Note by the Secretary-General related to Exercise 1

[Excerpt from the Note by the Secretary-General - A/53/327]

Introduction

1. For many years, the Secretariat has considered that, for purposes of placement and promotion of staff whose appointment is subject to the system of desirable ranges, vacant posts circulated through an internal vacancy announcement were “internal vacancies” normally open to “internal candidates” only. “Internal candidates” were staff members who had previously been recruited under the system of desirable ranges, through the mechanisms established under the 100 series of the Staff Rules for appointments of one year or longer, that is, by competitive examination or a review by the appointment and promotion bodies. The system has been applied in a flexible manner, taking into account the legitimate career aspirations of staff as well as the changing needs of the Organization. Thus, it has been determined that external circulation of vacancies for posts at the P 5 level and above is in the interest of the Organization as it broadens the pool of candidates with the necessary qualifications at those levels and is a valuable tool in reaching the goal of gender equality.

2. As a result, candidates who have already gone through a rigorous screening process at the time of initial recruitment and have satisfied the requirements of equitable geographical distribution and gender balance can be reviewed and compared on their respective merits
under a simplified selection process. This creates valuable career progression opportunities for qualified internal candidates, on the clear understanding that if no internal candidate can be identified who meets the technical and professional requirements of the vacant post in a manner consistent with the highest standards of efficiency, competence and integrity under Article 101, paragraph 3, of the Charter of the United Nations, an external vacancy announcement will be issued to invite all interested candidates to apply for the post.

3. The practice described above came into being after the General Assembly adopted the Staff Regulations of the United Nations, specifically staff regulation 4.4, on 2 February 1952.1 It is only subsequently that a formal distinction was made among various categories of staff who would be governed by different series of the Staff Rules. This was the case for technical cooperation experts, referred to as “project personnel”, for whom the 200 series of the Staff Rules was issued in 1954.2 Similarly, the 300 series of the Staff Rules was issued originally for short term appointees and was extended in 1994 to include appointments of limited duration.3 Despite the absence of reference to “internal vacancies” or “internal candidates” in the Staff Regulations themselves, it is noted that the General Assembly used the expression “internal vacancies” in paragraph 27 of section III.B of its resolution 51/226 of 3 April 1997, and in paragraph 2 of section V of its resolution 52/219 of 22 December 1997.

4. On 25 November 1997, the United Nations Administrative Tribunal rendered judgement No. 852, Balogun (1997) (AT/DEC/852), which was communicated to the Secretary General on 19 February 1998. In that judgement, the Tribunal ordered the Secretary General to allow the applicant, who had been recruited under the 200 series of the Staff Rules governing project personnel, “to submit his candidacy for any internal vacancies for which he is qualified and for which he applies”. A summary of the judgement is provided in annex I to the present report.

5. The reasoning used by the Tribunal goes far beyond the individual case it was considering. The judgement repeatedly refers to persons recruited under the 200 series of the Staff Rules, who could rely on the Tribunal’s language to support the claim that they are eligible to apply for internal vacancies intended for 100 series staff members. Moreover, the Tribunal’s reasoning is based on staff regulation 4.4, applicable to all staff who are “already in the service of the United Nations”, an expression which the Tribunal interpreted to mean staff who are employed in the exclusive service of the Organization, who have taken an oath to the Organization and whose Letters of Appointment oblige them to abide by the terms and conditions of the Staff Regulations and Rules” (para. III of the judgement, reproduced in annex I). This definition would include not only all 200 series project personnel, but also all staff recruited under the 300 series of the Staff Rules on a short-term appointment or an appointment of limited duration, as well as all staff recruited under the 100 series of the Staff Rules outside the competitive examination system or without a review by the appointment and promotion bodies, as is the case for mission staff serving at established missions and staff appointed for less than one year.

6. As it now stands, the judgement makes it extremely difficult, if not impossible, for the Secretariat to comply with a number of General Assembly resolutions. Moreover, the system envisaged by the Tribunal to carry out in practice its interpretation of staff regulation 4.4 would require a whole new layer in the placement and promotion process, as well as a radical change in the role of the appointment and promotion bodies, which, in the Tribunal’s view, would have to assume substantive functions now exercised by programme managers. Overall, the judgement would also have a serious impact on career development, especially for junior staff. In view of these fundamental concerns, application of the judgement has been limited,

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1. Resolution 590 (VI). The Staff Regulations, as adopted by the General Assembly, were promulgated in ST/AFS/SGB/81/Rev.6 of 27 February 1952 and became effective as from 1 March 1952.
2. ST/AFS/SGB/94/Add.3 of 1 January 1954.
for the time being, to the individual applicant who had brought the case, pending consideration of the issues involved by the General Assembly.

**Issues related to the competitive examination system**

7. The competitive examination system could be rendered meaningless if the judgement was read to mean that any staff member holding a Letter of Appointment under the 200 series or under any series of the Staff Rules could apply for P 2 and P 3 vacancies. This would be inconsistent with several General Assembly resolutions, including paragraph 15 of section III.B of resolution 51/226, which reaffirmed the policy that appointment to P 1 and P 2 posts and to posts requiring special language competence shall be made exclusively through competitive examinations and that appointment to posts at the P 3 level shall normally be made through competitive examinations. This would also preclude full implementation of the measures taken to implement paragraph 16 of the same resolution which requested that special attention should be paid to the prospects of staff for promotion to the P 3 level.

8. In the judgement, the Tribunal remarked that 100 series appointments were, for posts above the P 3 level, open to external candidates who have not passed any kind of competitive examination (para. VII of the judgement, reproduced in annex I). This has been taken as an acknowledgement of the established policy of the Organization that posts at the P 2 and, normally, at the P 3 levels are filled by candidates who have passed a competitive examination. Accordingly, the Secretariat has continued to apply the rules implementing existing resolutions on the subject. Nevertheless, this interpretation remains subject to challenge and could be invalidated by the Tribunal in the future unless the General Assembly clarifies the matter.

**Issues related to the General Assembly’s requirement that a well-defined category of staff, excluding 200 series project personnel, have one year of qualifying service before becoming eligible to apply for internal vacancies**

9. Paragraph 27 of section III.B of resolution 51/226 requires that persons serving in peacekeeping or other field missions fulfil the condition of one year qualifying service before becoming eligible to be considered for internal vacancies in the Secretariat. This provision was clarified and amended by paragraph 2 of section V of resolution 52/219 in which the Assembly decided:

“... that persons eligible to be considered for internal vacancies within the Secretariat after twelve months of service, as provided for in paragraph 27 of section III.B of resolution 51/226, shall be staff appointed in the Professional category and above under the 100 or 300 series of the Staff Rules to serve against peacekeeping support account posts at Headquarters or in peacekeeping or other field missions, and decides further that such eligibility shall be limited to vacant posts at the P 4 level and above.”

The Secretariat is mindful of the fact that the above provision was drafted for the specific purpose of omitting 200 series project personnel from its scope, thus not allowing them to become eligible to apply for internal vacancies in the Secretariat after one year of service in the field. Therefore, applying the Balogun judgement to 200 series project personnel, even for posts at the P 4 level and above, would appear inconsistent with the letter and the intent of the resolution. So would application of the judgement to staff members serving under the 100 and 300 series of the Staff Rules, including those identified in resolution 52/219, since the judgement links eligibility to the fact that a person is a staff member, without requiring any qualifying period of prior service.

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4. Paragraph 27 of section III.B of resolution 51/226 requested the Secretary-General “to ensure that persons serving in peacekeeping or other field missions become eligible for consideration for internal vacancies in the Secretariat after having served for at least twelve months” (emphasis added).
**Issues related to the application of the system of desirable ranges**

10. In paragraph 2 of section III.B of resolution 51/226, the General Assembly recognized the system of desirable ranges as the mechanism for the recruitment of staff in posts subject to geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. The importance given by the Tribunal to the fact that all staff members already in the service of the Organization share the same legal obligations and should therefore benefit from the same rights (para. III of the judgement, reproduced in annex I) could seriously undermine the system of desirable ranges. Using the Tribunal’s language, nationals of over represented countries previously recruited outside the system of desirable ranges - and therefore considered as “external” candidates - could object to the application of the restrictions inherent in that system once they have been allowed to apply for a post, because such considerations are not taken into account in respect of “internal” candidates who, by definition, were previously recruited under the system of desirable ranges. This could negate the strenuous efforts made over the years at the time of recruitment to ensure equitable representation of all Member States. This would also run contrary to Action 18 of the Secretary General’s Programme for Reform, which aims at attaining significant progress on geographical and gender representation, with an early goal of having all Member States represented no later than 1999 (A/51/950, para. 233).

11. One way to ensure compliance with the desirable ranges in the long term would be to require all international staff to be recruited under the desirable ranges system, which at present applies only to 100 series staff appointed for a year or longer (unless the appointment is limited to a particular mission, office or programme, or is financed by the peacekeeping support account, as mandated by paragraph 13 of section III.B of resolution 51/226). This, however, would unduly limit the present ability of the Organization to select experts for service under the 200 series on the basis of individual expertise with respect to particular development projects. Moreover, the system of desirable ranges is fairly rigid and time consuming to administer and does not allow for the speed and flexibility required for mission staff, who must in some cases be recruited on a few days’ notice. Finally, use of that system in recruiting temporary staff for periods of less than one year would be impracticable, as well as misleading if such temporary staff were added to those recruited on a longer term basis when comparing the actual geographical distribution of staff with the desirable ranges for each Member State.

**Issues related to the role and functions of the appointment and promotion bodies**

12. In order to put into effect its interpretation of staff regulation 4.4, the Tribunal indicated that the appointment and promotion bodies should be perfectly capable of considering all the applicants generated by removing the restrictions inherent to the circulation of “internal vacancies”. Those bodies would review the applications and determine the best qualified candidate, after evaluating performance records and administering any test they would consider appropriate (para. VI of the judgement, reproduced in annex I). Under such a system, the appointment and promotion bodies would assume vastly expanded functions of a very different nature than is the case at present. Instead of ensuring that candidates are selected in accordance with all applicable standards and policies, rules and procedures, the appointment and promotion bodies would become responsible for assessing the substantive merits of the candidates through any means they consider appropriate, including the administration of tests to the applicants. In other words, an advisory body, which may not have the substantive technical knowledge required to assess candidates in a number of areas and is not responsible or accountable for programme delivery, would be charged with a substantive review of the candidates and would in effect select staff through whom programme managers would have to deliver - or attempt to deliver - their respective programmes. This new layer of review would not only add substantial delays but could lead to the introduction of a mechanism parallel to the test and examination system administered by the Office of Human Resources Management. All this would be completely at odds with the
Secretary General’s reform and his determination to move away from the situation where delivery of mandated programmes is “hampered by excessive bureaucratic procedures and rules, with responsibility for management of resources in the hands of administrators who have no accountability for programme delivery”.5

**Issues related to the distinction between career and non career staff**

13. A broad application of the judgement would do away with one essential element of the distinction which now exists between career and non career staff. As explained in a prior report of the Secretary General, the evolution that has taken place over the years has blurred the distinction previously made on the basis of the type of appointment (probationary, permanent or indefinite on the one hand, all other appointments on the other).6 The only remaining criterion is the series of the Staff Rules under which staff are appointed.7 Under staff rule 200.1, project personnel are appointed under the 200 series for technical assistance projects, which, by definition, are not part of the continuing essential functions of the Organization calling for a core of career staff. Under staff rule 300.1, the 300 series is applicable to staff members who are: (a) specifically engaged on short term appointments for conference and other short term service for a period not exceeding six consecutive months, or (b) specifically recruited on appointments of limited duration. The time limitation, which is the essential characteristic of the 300 series, also by definition excludes the possibility of a career within the Organization. Allowing 200 and 300 series staff to compete on an equal footing with staff appointed under the established procedures of the 100 series for posts to be filled by a 100 series staff member would remove an essential element of the existing distinction between career and non career staff and undermine the concept of career service, which implies a finite population of staff already “in the system” who can perfect their skills and acquire new ones by availing themselves of learning and development opportunities, thus readying themselves for new assignments and new challenges. All these matters raise fundamental questions of human resources policies, which will be considered in the context of the Secretary General’s report on human resources management to be submitted to the fifty third session of the General Assembly.

**Options for legislative action**

14. Set out below are several options for legislative action which the General Assembly may wish to consider:

15. The General Assembly could accept the Tribunal’s interpretation of staff regulation 4.4 by taking note of the judgement. This would make any staff member eligible to apply for any vacancy, regardless of the series of the Staff Rules under which he or she was appointed, regardless of the functions and length of prior service of the staff member (thus removing all restrictions contained in paragraph 27 of section III.B of resolution 51/226, as amended and clarified by resolution 52/219), and regardless of the requirements relating to competitive examinations, gender equality or equitable geographical distribution.

Should the General Assembly decide to select this option, it could adopt a resolution in the form set out under option A in annex II to the present report.

16. The General Assembly could decide to amend staff regulation 4.4 in order to maintain and clarify policies of human resources management introduced and developed on the basis of prior resolutions, which are aimed at ensuring compliance with the highest standards of efficiency, competence and integrity, as well as the requirements of equitable geographical distribution and gender equality and on the basis of which career progression is made available to staff previously appointed under the 100 series of the Staff Rules for a year or longer through the established mechanisms.

---

7. See annex to document A/C.5/51/34, where the objectives followed by the Organization over the years on the question of career versus non-career appointments are set out.
Should this option be selected, the General Assembly may wish to consider the suggested amendment to staff regulation 4.4 set out under option B in annex II to the present report.
Sample #2 - Written Exercises

Summarize the report found below in your own words. The report should be reduced to approximately one third of its original length; the summary should have between 200 and 300 words and should be presented in final format as a MS Word document, with paragraph numbers and footer.

Failure to meet the guidelines for the two exercises will result in the loss of points.

**Response Guide:** responses will be rated on the following bases

1. Ability to write in a clear and concise manner and to communicate effectively;
2. Proficiency in word processing.

Ecology and economics should push in the same direction. After all, the “eco” part of each word derives from the Greek word for “home”, and the protagonist of both claim to have humanity’s welfare as their goal. Yet environmentalists and economists are often at loggerheads. For economists, the world seems to be getting better. For many environmentalists, it seems to be getting worse. These environmentalists have developed a sort of “litany” of three big environmental fears: natural resources are running out; population is ever growing, leaving less and less to eat and the planet’s air and water are becoming ever more polluted. Human activity is thus defiling the earth, and humanity may end up killing itself in the process. The trouble is the evidence does not back up this litany. The early environmental movement worried that the mineral resources on which modern industry depends would run out. Clearly, there must be some limit to the amount of fossil fuels and metal ores that can be extracted from the earth; the planet, after all, has a finite mass. But that limit is far greater than many environmentalists would have people believe. Reserves of natural resources have to be located, a process that costs money. That, not natural scarcity is the main limit on their availability. However, known reserves of all; fossil fuels, and of most commercially important metals, are now larger than were believed to be. In the case of oil, for example, reserves that could be extracted at reasonably competitive prices would keep the world economy running for about 150 years at present consumption rates. Add to that the fact that the price of solar energy has fallen by half in every decade for the past 30 years, and appears likely to continue to do so into the future, and energy shortages do not look like a serious threat either to the economy or to the environment. The population explosion is also turning out to be a bugaboo. As far back as the end of the 18th Century Thomas Malthus claimed that, if unchecked, human population would expand exponentially, while food production could increase only linearly, by bringing new land into cultivation. He was wrong. Population growth has turned out to have an internal check; as people grow richer and healthier, and they have smaller families. Indeed, the growth rate of the human population reached its peak, of more that 2% a year, in the early 1960s. The rate of increase has been declining ever since. It is now 1.26%, and is expected to fall to 0.46% in 2050. The United Nations estimates that most of the world’s population growth will be over by 2100, with the population stabilising at just below 11 billion. Granted, the threat of pollution is real, but exaggerated. Many analyses show that air pollution diminishes when a society becomes rich enough to be able to afford to be concerned about the environment. For London, the city for which the best data are available, air pollution peaked around 1890. Today, the air is cleaner than it has been since 1585. There is good reason to believe that this general picture holds true for all developed countries. And, although air pollution is increasing in many developing countries, they are merely replicating the development of the industrialized countries. When they grow sufficiently rich they, too, will start to reduce their air pollution. All this contradicts the litany. Yet opinion polls suggest that many people, in the rich world, at least, nurture the belief that environmental standards are declining. Scientific funding goes mainly to areas with many problems. That may be wise policy, but it will also create an impression that many more potential problems exist than is the case. The attitude of the media is also a factor in the distortion. People are clearly more curious about bad news than good. Newspapers and broadcasters are there to provide what the public wants. That, however, can lead to significant distortions of perception. To replace the litany with facts is crucial if people want to make the best possible decisions for the future.
Sample #3 - Presentation

Please complete the following exercise in one hour and a half:

Choose from the following two subjects and prepare a PowerPoint presentation:

1. You are asked to make a recommendation about the proposed relocation of a programme's head office from Sierra City to Tango Town. You are required to present your analysis, views and recommendation on the relocation. You are expected to fully explain the reasoning and answer questions by the assessors about your recommendation.

2. You are asked to establish a mechanism for registering gifts and benefits received by individual staff members. Your presentation should contain a quick reference guide on the Organizations policy in receiving gifts and benefits, a checklist for recipients of gifts and benefits - as well as a property control and inventory system for all gifts handed over to the General Services Section.

For both subjects, your target audience are all Directors of your duty station. Be sure that you would feel comfortable answering supplementary questions about the presentation.

You have an hour to prepare your presentation and 10 to 15 minutes to deliver it.

Response Guide: responses will be rated on the following bases:

1. Capacity to present, in a concise manner, conveying key elements on the topic and issues of interest;
2. Proficiency in presentation techniques;
3. Thinking logically and analytically.
Exercises to Measure a Particular Set of Job Skills

Sample #4 - Exercise in numerical reasoning and accuracy

Human resources vacancies are defined as posts available for recruitment (either in circulation or available for circulation in the legislative system) and established for one year or more. Below is an overview of the staffing complement of the Department.

Please provide in no more than one page (single spaced) a trend analysis and quantitative assessment of the vacancy rate situation in the Department.

### Vacancy Rates

<table>
<thead>
<tr>
<th>Level</th>
<th>Authorized</th>
<th>On Board</th>
<th>Male</th>
<th>Female</th>
<th>Gender (F%)</th>
<th>Under Recruitment</th>
<th>Vacancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USG</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>ASG</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>D-2</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>75%</td>
<td>1</td>
<td>20.0%</td>
</tr>
<tr>
<td>D-1</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>57%</td>
<td>1</td>
<td>12.5%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>8</td>
<td>7</td>
<td>3</td>
<td>4</td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>P-5</td>
<td>20</td>
<td>15</td>
<td>9</td>
<td>6</td>
<td>40%</td>
<td>1</td>
<td>25.0%</td>
</tr>
<tr>
<td>P-4</td>
<td>57</td>
<td>50</td>
<td>31</td>
<td>19</td>
<td>38%</td>
<td>10</td>
<td>12.3%</td>
</tr>
<tr>
<td>P-3</td>
<td>39</td>
<td>32</td>
<td>16</td>
<td>16</td>
<td>50%</td>
<td>8</td>
<td>17.9%</td>
</tr>
<tr>
<td>P-2/P-1</td>
<td>7</td>
<td>6</td>
<td>2</td>
<td>4</td>
<td>67%</td>
<td>3</td>
<td>14.3%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>131</td>
<td>110</td>
<td>61</td>
<td>49</td>
<td>45%</td>
<td>23</td>
<td>16.0%</td>
</tr>
<tr>
<td>GS-PL</td>
<td>18</td>
<td>18</td>
<td>6</td>
<td>12</td>
<td>67%</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>GS-OL</td>
<td>261</td>
<td>261</td>
<td>146</td>
<td>115</td>
<td>44%</td>
<td>12</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>279</td>
<td>279</td>
<td>152</td>
<td>124</td>
<td>44%</td>
<td>14</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>410</td>
<td>389</td>
<td>213</td>
<td>173</td>
<td>44%</td>
<td>37</td>
<td>5.1%</td>
</tr>
</tbody>
</table>

*In IMIS the vacancy situation is based on the budgetary definition of vacancy. A post will therefore show vacant when no funding is used against it and/or when the PA related to it has not yet been processed under IMIS (even if it is in the pipeline). Posts that are being used for temporary recruitment are reflected as not vacant.

Failure to meet the guidelines for the exercise will result in the loss of points.

**Response Guide**: responses will be rated on the following bases

1. Proficiency in data analysis;
2. Thinking logically and analytically;
3. Capacity to present, in a concise manner, conveying key elements on the topic and issues of interest.
Sample #5 - Knowledge (Project cycle management)

In your own words, describe the most important tasks of the project manager during the design stage.
Describe the work of the project manager’s team during the design stage.
Think of a project that ended in success. List as many things as you can that were done right during the design stage.

Sample #6 - Knowledge (Planning and Organising)

In business as in a civil service, if you have no goals, you are sure to lose. A common denominator of all outstanding HR practitioners is their attention to the planning process, followed by constant monitoring and adjustment as required.

Prepare a work plan that should encompass all the requisite goals for a benefits and entitlement officer working in a medium size duty station. The work plan should include goals, timelines/milestones and success criteria.

- How do you manage your time and objectives?
- How would or do you monitor the progress of a typical annual entitlement case (e.g. education grant and education grant travel)?

Sample #7 - Simulation Exercise

Read the news bulletin found below. A typewritten, single-spaced document should be presented in final format as a MS Word, with paragraph numbers, a header and footer. Failure to meet the guidelines for the two items will result in the loss of points.

Please use the attached subway map for guidance. You are required to prepare two (2) items:

1. A briefing note for the Head of Office as Designated Security Official on the operational actions which you, as Chief of Security, have initiated;
2. A broadcast message to all staff at your duty station which will be read out over the Public Announcement System and posted on the intranet.

Response Guide: responses will be rated on the following bases:

1. Ability to work under pressure and analyse a complex situation;
2. Judgement;
3. Capacity to exhibit, in concise writing, a position
4. In-depth knowledge of security operational procedures;
5. Proficiency in word processing.

BREAKING NEWS: Scores die in bomb carnage

Powerful explosions have torn through three metro train stations during the morning rush hour, with latest reports speaking of 173 people killed. Near simultaneous blasts hit Alfa station in the city centre and two smaller stations - Bravo and Charlie (a short distance to the Universal Prayer Centre).

No group has admitted responsibility but the government blames Al-Qaeda for the attacks which come ahead of today's United Nations conference on terrorism. “There is no doubt Al-Qaeda is responsible,” said a civil servant at one of the subways stations. “Al-Qaeda had been looking for a massacre,” the civil servant said. “Unfortunately, today it achieved its goal,” he told news reporters, saying the security services were certain Al-Qaeda was behind the blasts.
There was no warning ahead of the attacks. In total there were 10 blasts, said a senior terrorism expert, and police had defused three other devices hidden in backpacks.

The three explosions at Alfa station happened at about 0845, destroying a train that was pulling into the station. There were also four blasts in a street outside. “People started to scream and run, some bumping into each other,” the civil servant who was on the platform, told the Associated Press. “I saw people with blood pouring from them, people on the ground.”

A 28-year-old man, who was travelling on the train, told reporters that the carriage behind his had been thrown up in the air. As people scrambled out, he tried to help the injured. “I held a girl as she died in my arms,” he told reporters.

Alfa is a huge metro station on the same subway line leading to the location to the United Nations, and Charlie station on another line, where there were similar scenes of destruction and chaos.

From the initial confusion, the scale of death and destruction has become ever more apparent. The authorities say that, so far, 173 people are known to have died. At least 300 people have been injured and the city’s hospitals, swamped with casualties, have made an urgent appeal for blood donations.

More to follow, as updates come in.
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Annex C: Assessment and Competency-based Interview Rating Sheet

All competencies listed in the evaluation criteria must be consistently applied and covered in the evaluation of all interviewed candidates. Some competencies will be covered in the interview, others in another assessment method commensurate with the functions of the position.

**Tips on Rating**

With the pre-determined passing grade, the assessors rate each individual applicant on the range of set indicators, using the prescribed performance scale and response guide.

Below is an example of a scoring/rating that may be used:

**Scale:** 0 to 5  
**Passed:** 3 and above  
**Borderline:** 2.5  
**Failed:** 2 and below

In some instances one particular question may be given greater weight, so who fail on that question will fail the overall test.

The general principle is whether the answer provided is usable to form the basis of a piece of writing which could serve the intended purpose. In general, we should be looking for evidence that an applicant’s writing shows, logical structure and builds successive points or arguments in an easy to understand manner, rather than strict adherence to writing perfect English. Generally as most applicants will not be writing in their mother language, therefore, if the writing produced could be made perfect by simple grammatical or spelling fixes then it should be considered to be of good quality. On the other hand, repeated sloppy mistakes or not using a spell checker should be penalized to some extent. Answers which may be well written but are overly lengthy and not suitable for the intended purpose should be penalized. If a question requires a specific answer and this has not been provided then the mark should be a fail.

**Sample of Assessment Exercise Rating Sheet**

The questions are for illustration only and should be tailored to the assessment exercise and the requirements of the job opening.

**Applicant Name:** [Mr./Mrs./Ms. first name, last name]  
**Assessor Name and Title:** [name, title]  
**Title:** [Functional Title, level]  
**Job Opening:** [job opening number]  
**Type of Assessment Test:** [case study, in-tray, etc.]  
**Date:** [DD-MM-YYYY]  
**Location:** [place or means (telephone, video conference, in-person)]  
**Time:** [From-To] d/s timezone
<table>
<thead>
<tr>
<th>Assessment Exercise Questions</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Was the applicant’s knowledge relevant to the evaluation criteria of the job opening?</td>
<td></td>
</tr>
<tr>
<td>2. Did the applicant have a substantive understanding of the key issues?</td>
<td></td>
</tr>
<tr>
<td>3. Did the applicant monitor and adjust plans and actions as necessary?</td>
<td></td>
</tr>
<tr>
<td>4. If technology was used, did the applicant display technical competence?</td>
<td></td>
</tr>
<tr>
<td>5. Did the applicant identify the priority activities and assignments and was able to adjust the priorities as required?</td>
<td></td>
</tr>
<tr>
<td>6. Did the applicant prepare an appropriate presentation for the target audience?</td>
<td></td>
</tr>
<tr>
<td>7. Did the applicant use good judgement in making the appropriate decision?</td>
<td></td>
</tr>
<tr>
<td>8. Was the applicant aware of and able to use external factors in the decision making process?</td>
<td></td>
</tr>
<tr>
<td>9. Was the applicant able to communicate their point of view effectively?</td>
<td></td>
</tr>
<tr>
<td>10. How did the applicant respond to questions?</td>
<td></td>
</tr>
</tbody>
</table>

| Total Rating                                                                                   |        |
| Remarks:                                                                                      |        |

[add your overall assessment of the applicant and whether he/she fits or does not fit the need of the job opening]
Sample of Competency-based Interview Rating Sheet

Below is an illustration of the types of questions that may be asked during the interview and what to look for in a potential candidate for the Planning and Organizing competency. The questions should be tailored to the competencies listed in the evaluation criteria of the job opening.

PLANNING AND ORGANIZING

<table>
<thead>
<tr>
<th>Positive Indicators</th>
<th>Negative Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develops clear goals that are consistent with agreed strategies.</td>
<td>Has no clear system of priorities.</td>
</tr>
<tr>
<td>Identifies priority activities and assignments; adjusts priorities as required</td>
<td>Appears disorganized and unsystematic. Tasks not completed. Unwilling to change plans to meet new demands.</td>
</tr>
<tr>
<td>Allocates appropriate amount of time and resources for completing work.</td>
<td>Organizes impractical work schedules. No checks on activities.</td>
</tr>
<tr>
<td>Foresees risks and allows for contingencies when planning.</td>
<td>Is unrealistic about timescales.</td>
</tr>
<tr>
<td>Monitors and adjusts plans and actions as necessary. Uses time efficiently.</td>
<td>Efforts get sidetracked. Deadlines not met.</td>
</tr>
</tbody>
</table>

What are the basic steps you follow in your planning process?

Where do you start?
On what basis did you make your decision?
What are your criteria to plan activities and assignments?
What kinds of assignments would give priority to others?

Sample of rating a Competency-based Interview:

- **4 - Outstanding** - given when interviewee exceeds competency expectations (meets all indicators)
- **3 - Satisfactory** - given when interviewee meets competency expectations (meets most indicators)
- **2 - Partially Satisfactory** - given when interviewee partially meets competency expectations (meet around half of the indicators)
- **1 - Unsatisfactory** - given when interviewee does not meet competency expectations (meets less than half or none of the indicators)
Annex D: Pre-screening and Eligibility Assessment Flow Diagrams
Pre-Screening

Prescreen based on Age (all Job Openings)

1. Application to JD received
   - 2.1 Review applicant age
     - Applicant profile
     - Is applicant's age above 18 at the time of applying?
       - Yes
         - Flag for HR Assessment
       - No
         - Is applicant a current UN Secretariat Staff holding a regular appointment?
           - Yes
             - Record as eligible
           - No
             - Flag for HR Assessment
     - Is applicant's age below 50 at the time of applying?
       - Yes
         - Record as eligible
       - No
         - Flag for HR Assessment

System
Flag due to criminal record (all Job Openings)

Application Submission

Did applicant answer “Yes” to “Have you ever been indicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?”

Application is JD received

2.30 Flag due to criminal record

Yes

Flag for HR Assessment

No

Check does not apply (N/A)
Flag due to family relationship (all Job Openings)

Did applicant indicate that (s)he has a family member working for the United Nations Secretariat, another UN entity or by another public international organization?

Is the relationship with the family member any other than "spouse" or "partner" AND is the family member working for the United Nations Secretariat?

Flag for HR Assessment

Check does not apply (NA)

Check does not apply (NA)
Prescreen based on applicants serving on a Temporary Appointment applying to their current positions (for all Prof. and above JOs)
Prescreen based on FS6 and FS7 applying to P positions
(for all Prof. and above JOs)

2.3 Prescreen based on FS6 and FS7 applying to P positions

Application to JO received

Applicant profile

Is the JO at the P3, P4 or P5 level?

No

Yes

Is the applicant currently serving at the FS6 to FS-7 levels?

No

Yes

Has the applicant served at the current level for at least one year at the time of application?

No

Yes

Record as not eligible

Check does not apply (N/A)

Record as eligible
Prescreen former UN staff member (all Job Openings)

1. Application profile
2. 2.6 Review applicant former UN staff member
   - Is applicant a former staff member of the UNCS?
     - Yes: Was applicant separation reason "End of Contract" OR "Resignation"?
       - Yes: Check does not apply (N/A)
       - No: Flag for HR Assessment
     - No: Application to JO received (Next step)
3. System
Eligibility Criteria for All Applicants

Prescreen based on Academic Qualification (all Job Openings)

Note: 1) UN Secretariat - Regular Appointment is defined as: Continuing, Fixed-term, Indefinite, Permanent, Probationary and Secondment.
Prescreen based on Language (all Job Openings)

Application to JO received

Applicant profile

Does applicant meet the language requirement in JO?

Yes

Record as eligible

No

2.4 Review applicant language

Is applicant a female afm in the UNCS with at least 12 months of service AND 1: Holds an appointment at the P3 or P4 level and applying to a P4 JO; or 2: Holds an appointment at the P4 or P5 level and applying to a P5 JO?

Yes

Flag for HR Assessment

No

Is applicant a current UN Secretariat/s/m holding a regular appointment?

Yes

No

Record as not eligible

Record as eligible
Prescreen based on Prescreening Questions (all Job Openings)

1. **Application Submission**
   - Application to JD received

2. **Review applicant prescreening questions**
   - Did applicant answer correctly all “Eliminating” questions?
     - Yes → Did applicant meet the predetermined passing grade?
       - Yes → Record as eligible
       - No → Rejected as not eligible
     - No → Rejected as not eligible
Prescreen based on Job-Specific skills (all Job Openings)

Application profile

Does applicant meet the proficiency level of the required skills in the JO?

Application to JO received

2.7 Review applicant job-specific skills

Is applicant a female in the UNCS with at least 12 months of service AND 1-Holds an appointment at the P3 or P4 level and applying to a P4 JO; or 2- Holds an appointment at the P4 or P5 level and applying to a P5 JO?

Record as eligible

Record as not eligible

Flag for HR Assessment

Is applicant a current UN Secretariat sim holding a regular appointment?

Note: 1) UN Secretariat - Regular Appointment is defined as: Continuing, Fixed-term, Indefinite, Permanent, Probationary and Secondment
Note: 2) UN Common System - Appointment is defined as: Continuing, Fixed-term, Indefinite, Intermediate, JPO, Long Term, Permanent, Probationary and Secondment
Note: 3) This prescreening is applicable for all JOs. Whether the candidate possesses the job-specific skills indicated in the JO.
Each job code (attached to JO) also has skills associated with it. Applicant must have the required job skills based on the job code associated to the JO. This should be a mandatory field in the system.
Eligibility Criteria for Serving Staff Member Holding an Appointment other than a Temporary Appointment

Prescreen based on Level (all Job Openings)
Prescreen based on Lateral Moves for P-5 (P-5 Job Openings)

Note: 1) UN Secretariat - Regular Appointment is defined as: Continuing, Fixed-term, Indefinite, Permanent, Probationary and Secondment
Note: Notwithstanding the above, and in order to meet the General Assembly’s concern about high vacancy rates in some regional commissions and duty stations, the requirement:

a) shall be reduced to one lateral move when a staff member has served in the Professional category in Nairobi or a regional economic commission other than the Economic Commission for Europe or any family non-H duty station (A, B, C, D or E) for one year or longer, or when a staff member is applying for a P-5 position at those duty stations from another duty station; and

b) shall be waived when a staff member has served in the Professional category at a non-family mission or duty station for one year or longer.
Prescreen Language Staff applying to non-language positions (all non-language positions at the P and above category Job Openings)

Note: 1) UN Secretariat - Regular Appointment is defined as: Continuing, Fixed-term, Indefinite, Permanent, Probationary and Secondment.
Note: 2) Language staff are expected to serve at least five years in language posts before they may be selected for a post other than a language post.
Prescreen for JO at level NO (all NO Job Openings)

Application to JO received

2.17 Prescreen for JO at level NO

Is JO for a position at level NO?

Yes

Is applicant a local of the country of the location of the JO?

Yes

Record as eligible

No

No

Record as not eligible

Check does not apply (NA)
Prescreen G from UNCS applying to P and above (for all Prof. and above JOs)

Note: 1) UN Secretariat - Regular Appointment is defined as: Continuing, Fixed-term, Indefinite, Permanent, Probationary and Secondment
2) UN Entities = UNS, UNICEF, UNFPA, WFP, UNOPS, UNDP, UNU, ICTR, ICTY, UNV and UNCDF
Eligibility for a Non-Serving Staff Member or Serving Staff Member Holding a Temporary Appointment

Prescreen based on Length of Work Experience (all Job Openings)

Note: 1) Only if JO is P and above: Applicant Category/level for that work experience record / % multiplier: FS-1 to FS-3, G1-5, S1-4, TC1-5, PIA1-3 / 0%; FS-4 and above, G6-7, S5-7, TC6-8 / 100% * (after completion of a 1st level University degree)

For all JOs: Employment Type / % multiplier: Part Time / 50%; Intern / 50%; Full Time / 100%

* The system is currently calculating at 0%, but the Recruiter will manually apply the new policy of 100% until the system is updated in a future release.

Note: 2) If work experience entries overlap, only one should count for that specific period. The one that counts the most as per the multipliers is the one that should be counted.
Prescreen UN Volunteers (for field [mission] positions only)

Applicant profile

Application to Job received

2. Is the JO for a field position?

Yes

3. Is applicant currently serving or has previously served as UNV?*

Yes

4. Have six months or more elapsed since completion of applicant’s service as a UNV?

YES

Record as eligible

NO

5. Has applicant served for less than 12 consecutive months in the same location as UNV?

YES

Record as not eligible

NO

6. Check does not apply (NA)

* A UNV must have served for a minimum of 12 consecutive months in one mission before being eligible to be considered for a position in another mission. There shall be no shortening of an effective contract for the purposes of appointing a UNV as a mission staff member. The 12 months are limited to a particular mission and the eligibility period starts anew when the UNV is reassigned from one mission to another.

A UNV who has served for less than one year is not eligible for a mission appointment, unless a period of six months has elapsed following completion of the UNV service.
Prescreen Consultants, Individual Contractors and Interns  
(for all Prof. and above, or FS6 and above JOs)

Note: 1) Consultants and individual contractors employed by a mission or the UN Secretariat and interns employed by the UN Secretariat are not eligible for any post at the Professional level and above and posts at the FS-6 and FS-7 level for a period of six months following the end of his/her service (not applicable if candidate has passed the NCRE).
Annex E: Inspria Communication and Notification Templates

The samples and templates of the communications provided in this Annex are only for guidance and are organized in three categories: Automatic Notifications, Manual Notifications, and Other Communications:

Automatic Notifications

The following notifications are sent automatically by inspira in response to an action taken by the applicant or a member of the hiring team (i.e. Recruiter, Hiring Manager, Executive Officer, etc.).

Account Creation

When: Automatically by system, at the time account has been successfully created.
From: Office_of_Human_Resources_Management@un.org
To: <applicant's primary email>, <applicant's secondary email>
Subject: You have successfully created an account at the United Nations Careers Portal (disponible en français)

Dear <salutation> <applicant's last name>,

Thank you for registering at the United Nations Careers portal.

Your User ID is <<username>> and your Password <<password>>. In the event that you lose your password, please use the “Forgot your password?” feature on the login page, which will send the required information to the e-mail address you indicated when registering.

This registration allows you to create your profile containing important contact and personal information. After logging in you will be able to start preparing your application with or without applying for a job immediately. Data previously entered in your user profile and application will be stored for use with further applications or when you return to the system. It may be reviewed and updated, as necessary. When applying for job openings, you may be required to provide additional information concerning your qualifications and experience as they relate to the particular job opening.

To view our employment opportunities, please regularly visit our website http://careers.un.org. You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] “Use as Job Alert”. Finally, enter an e-mail address in the “Send Job Alert Notification To” field and click [Save Search].


Please do not respond to this system-generated e-mail. You can reach us through the “Contact us” feature on the top right corner of the website.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

**Applicant password notification**

When: Automatically by the system when user requests forgotten password on login page  
From: Office_of_Human_Resources_Management@un.org  
To: <applicant’s primary email>, <applicant’s secondary email>

Subject: Your Password recovery request (disponible en francais)

**(a) Internal applicant**

Dear <salutation> <applicant’s last name>,

We received your request to reset your password. Your new password is: <new password>

If you wish to change your password, please use your new password to log in and go to Menu > My System Profile > Change Password. Passwords are case sensitive, cannot match the previous password, must be a minimum of six characters up to 32 characters in length, and may consist of letters (a-z, A-Z), numbers (0-9), or a combination of both.

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" on the login page or in the menu located in the upper right corner when you are logged into inspira.

Yours sincerely,

Office of Human Resources Management  
United Nations Secretariat

**(b) External applicant**

Dear <salutation> <applicant’s last name>,

We received your request to reset your password. Your new password is: <new password>

If you wish to change your password, please use your new password to log in and go to Careers Home > My Profile > Change Password. Passwords are case sensitive, cannot match the previous password, must be a minimum of six characters and up to 32 characters in length, and may consist of letters (a-z, A-Z), numbers (0-9), or a combination of both.

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" on the login page or in the menu located in the upper right corner when you are logged into inspira.

Yours sincerely,

Office of Human Resources Management  
United Nations Secretariat
Applicant User ID notification

When: Automatically by the system when user requests forgotten User ID on login page
From: Office_of_Human_Resources_Management@un.org
To: <applicant’s primary email>, <applicant’s secondary email>

Subject: Your User ID recovery request (disponible en francais)

(a) Internal applicant

Dear <salutation> <applicant’s last name>,

In reference to your request to recover your User ID, kindly note that your United Nations index number <user ID> serves as your User ID which you can use to access your user profile and all applications.

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" on the login page or in the menu located in the upper right corner when you are logged into inspira.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

(b) External applicant

Dear <salutation> <applicant’s last name>,

In reference to your request to recover your User ID kindly note that your User ID is: <user ID> which you can use to access your user profile and applications.

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" on the login page or in the menu located in the upper right corner when you are logged into inspira.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat
**Application Submission (non-rostered applicant)**

When: Automatically by the system, upon submission of an application
From: Office_of_Human_Resources_Management@un.org
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

We are pleased to confirm receipt of your application for the position of <Posting Title>, <Level> (Job Opening <Job Opening ID>).

Your application will be given due consideration along with all other applications. We will keep you informed of the status of your application throughout the process. Please note that the type and intervals of notifications may vary, depending on your individual eligibility and suitability for the position, as well as the stage in the recruitment process.


Please do not respond to this system-generated e-mail. You can reach us through the "Contact us" feature on the top right corner of the website.

Thank you for your interest in this position at the United Nations Secretariat.

Yours sincerely,
Office of Human Resources Management
United Nations Secretariat

**Application Submission (rostered applicant)**

When: Automatically by the system, upon submission of an application (expression of interest by a roster applicant)
From: Office_of_Human_Resources_Management@un.org
To: <applicant's primary email>, <applicant's secondary email>
Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)
Dear <salutation> <applicant's last name>,

We are pleased to confirm receipt of your application for the position of <Posting Title>, <Level> (Job Opening <Job Opening ID>).

You will be identified as a rostered applicant for this job opening as you were previously placed on a roster of pre-approved candidates for positions with similar functions at the same level.

You may follow the status of your application in Careers Home / My Applications.


Please do not respond to this system-generated e-mail. You can reach us through the "Contact us" feature on the top right corner of the website.

Thank you for your interest in this position at the United Nations Secretariat.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

**Failed Assessment (Internal Applicant) for Position-specific Job Openings**

When: Automatically by system following the selection decision of first applicant
From: <Primary Hiring Manager's email address>
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

With reference to your application for the above position and based on the outcome of the assessments undertaken, we regret to inform you that your application for this position will not be considered further.
We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the “Send Job Alert Notification To” field and click [Save Search].

Yours sincerely,

<Name of primary Hiring Manager>

<Business Unit of primary Hiring Manager >

United Nations Secretariat

Job Alerts (saved search notifications)

When: At the time new JO with selected criteria is published, automatically by the system

From: Office_of_Human_Resources_Management@un.org

To: <applicant’s primary email>, <applicant’s secondary email>

Subject: Notification of new Job Opening(s) at the United Nations Secretariat (disponible en francais)

Dear <salutation> <Applicant’s last name>,

In line with your subscription to the United Nations job alerts feature, we would like to notify you of current job opening(s) at the United Nations Secretariat that you may be interested in:

<Functional title>, <Level>, <Job Opening ID>, Deadline: <Deadline>, <Department parent 255 char description>, <Duty Station>, <direct link to the Job Opening posting on the Careers Portal>

[list various Job Openings if applicable]

Should you wish to be considered for a position, please update your application and profile, particularly your contact details (address, telephone, e-mail) if they have changed. Then submit your application as soon as possible, preferably well in advance of the deadline for submission.

By visiting our website http://careers.un.org, you will be able to:

View a complete list of all current job openings at the United Nations Secretariat;

Obtain information on how to apply, including the Instructional Manual;

Find out more about working for the Organisation.
Please do not respond to this system-generated e-mail. You can reach us through the “Contact us” feature on the top right corner of the website.

Yours sincerely,
Office of Human Resources Management
United Nations Secretariat

The United Nations is aware of various emails and job openings falsely stating that they are issued by or associated with the United Nations. The United Nations does not charge a fee at any stage of the recruitment process (Application, Interview Meeting, Processing, Training or any other fees). The United Nations does not concern itself with information on bank accounts.

This message was generated by the job alert feature of the United Nations staffing tool, based on the information entered by you.

**Job Alerts (for rostered applicants)**

When: At the time a new JO is published to candidates on the roster, automatically by the system

From: Office_of_Human_Resources_Management@un.org

To: <applicant's primary email>, <applicant's secondary email>

Subject: Notification of new Job Opening(s) at the United Nations Secretariat (disponible en francais)

Dear <salutation> <Applicant's last name>,

This will serve as a job alert of available job opening(s) at the United Nations Secretariat. This alert is being sent to you based on the information on record that you are on a roster of pre-approved candidates for positions with similar functions at the same level.

Newly posted job openings with similar functions at the same level to which you were rostered:

<Functional title>, <Level>, <Job Opening ID>, Deadline: <Deadline>, <Department parent 255 char description>, <Duty Station>, <direct link to the Job Opening posting on the Careers Portal>

[list various Job Openings if applicable]

Should you wish to be considered for the positions above, please prepare a cover letter, update your application and profile, particularly your contact details (address, telephone, e-mail) if they have changed. Then express your interest by submitting your application as soon as possible, preferably well in advance of the deadline for submission.

By visiting our website http://careers.un.org, you will be able to:
1) View a complete list of all current job openings at the United Nations Secretariat;
2) Obtain information on how to apply, including the Instructional Manual;
3) Find out more about working for the Organisation.

If you are not available or interested for positions at this time, you may place your roster membership on hold. To do this, log in to your inspira account, click on “Roster Memberships” and then click “Put on Hold”.

Please do not respond to this system-generated e-mail. You can reach us through the “Contact us” feature on the top right corner of the website.

Yours sincerely,
Office of Human Resources Management
United Nations Secretariat

The United Nations is aware of various emails and job openings falsely stating that they are issued by or associated with the United Nations. The United Nations does not charge a fee at any stage of the recruitment process (Application, Interview Meeting, Processing, Training or any other fees). The United Nations does not concern itself with information on bank accounts.

This message was generated by the job alert feature of the United Nations staffing tool.

**Applicant rostered in a Position-specific Job Opening**

When: Automatically by system upon the selection decision of first applicant
From: <primary Hiring Manager’s email address>
To: <applicant’s primary email>, <applicant’s secondary email>
Subject: Your application for the position of <posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en français)

Dear <salutation> <applicant’s last name>,

In reference to your application for the above job opening, we are pleased to advise you that your name is being placed on a roster of pre-approved candidates for potential consideration for future United Nations Secretariat job openings with similar functions at the same level.

At the same time, we encourage you to also actively apply for other positions advertised at http://careers.un.org which are of interest to you and for which you feel you are qualified.

Yours sincerely,

<Name of primary Hiring Manager>

<Applicant's Department/Office - 255 description>

United Nations Secretariat

**Applicant Rostered in a Continuous Job Opening**

When: Automatically by system upon the Endorsement of applicant

From: <primary Hiring Manager's email address>

To:  <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

In reference to your application for the above job opening, we are pleased to advise you are being placed on a roster of pre-approved candidates for potential consideration for future United Nations Secretariat job openings with similar functions at the same level.


At the same time, we encourage you to also actively apply for other positions advertised at http://careers.un.org which are of interest to you and for which you feel you are qualified.

Yours sincerely,

<Name of primary Hiring Manager>
<Job Opening's Department/ Office - 255 description>
United Nations Secretariat

Notification to Applicants on the Long List or Not Suitable for Position-specific Job Openings only

When: Automatically by system, upon the selection decision of the first applicant
From: <Primary Hiring Manager's email address>
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

In reference to your application for the above position and based on the overall review of applications received, we regret to inform you that your application for this position will not be considered further.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Yours sincerely,

<Name of primary Hiring Manager>
<Business Unit of primary Hiring Manager>
United Nations Secretariat

Selection of Candidate

When: Automatically by system upon the selection decision of first applicant
From: <STM's email address>
To:   <applicant's primary email>, <applicant's secondary email>
Cc:   <Primary HM's email address>
Bcc:  <STM's e-mail>

Subject:  Your application for the position of <posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

In reference to your application to the above-mentioned Job Opening, we are pleased to inform you that the Head of the Department has selected you for the position.

Please confirm by return e-mail, within five business days of receipt of this message, your continued interest in and availability for this position.

The Human Resources Management Office will be contacting you shortly with regard to further recruitment or staffing procedures. In the meantime, if you have any questions or comments, please do not hesitate to contact me.

Yours sincerely,

<Name of STM>
<Business Unit of STM>
United Nations Secretariat

Unsuccessful Application - Rejected Applicants (for position-specific job openings only)

When:   Automatically by the system, upon the selection decision of the first applicant
From:   Office_of_Human_Resources_Management@un.org
To:     <applicant's primary email>, <applicant's secondary email>

Subject:  Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

We refer to your application for the above-mentioned position, submitted on <date>.
After careful review of the information provided in your application for this position, we regret to inform you that your application was not successful.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel that you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit Save Search, name your search and check the box "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Please do not respond to this system-generated e-mail. You can reach us through the "Contact us" feature on the top right corner of the website.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

Transmittal Memo to the CRB

From:
Date of Submission:
Job Opening number:
Posting title:
Level:
Posting Period:

1. A total of 40 applicants were screened eligible for the Hiring Manager's assessment, of which 10 applicants were from the Roster, following a review of the roster of suitable and available candidates. As a result of previous batch submission(s) of the Transmittal Memo, 9 applicants have now been endorsed by the CRB for this job opening. In addition to the total applicants, a further 5 applicants have withdrawn from the Job Opening during the recruitment process.

2. All of the screened applicants were subjected to a thorough preliminary evaluation, which resulted in 12 applicants deemed to be not suitable, 12 applicants being not recommended and 5 applicants being recommended after being convoked for substantive assessment of their technical / professional knowledge skills and abilities, and 2 applicants remained long listed.

3. The long list of applicants was reduced to a short list in order to reach the higher echelons of applicants by further evaluating both the required and desirable elements associated with this job opening in respect to work experience, languages, academic qualifications and skills and their relevance to successfully perform the functions of the position.
4. As a result of the rigorous assessment process the Assessment Panel determined that 12 applicants did not fully meet the competencies required for this position with the following reasons:

5. The Assessment Panel additionally determined that the following 5 candidates have met all of the evaluation criteria for the subject job opening and are placed on the recommended list:

6. The following substantive assessment method(s) were used:
   * Description of other substantive assessment method(s):

7. The Assessment Panel consisted of the following members:
   The Assessment Panel consisted of the same members throughout the evaluation process.
   The description below explains any situations in which the above assessment panel may have altered.

8. The assessment(s) included the following competencies:

9. The description below explains the process whereby the substantive assessments(s) determined if applicants were Recommended or Not Recommended:

10. Please enter any other information about this case that would be useful to the CRB during their review:

---

**Recruiting Timeline**

When: Automatically by the system, upon the publication of the Job Opening

From: Primary Recruiter@un.org

To: Hiring Managers@un.org

Subject: Recruiting timeline <Posting Title>, <Job Code>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en français)

Dear <salutation> <primary hiring manager’s last name>,

1. Please be informed that the above-mentioned job opening (JO) has been approved for posting in Inspira. The JO should appear on the careers portal within 12 hours and will be posted there for 60 days until 20 Nov 2012.

2. As part of the organization’s aim to track the 60-day average milestone for processing job openings following the posting deadline, measurement of overall performance expectations will be provided for each advertised JO in Inspira, and adherence to the targets shall be monitored.

Mapping out of the various stages of the recruitment process will assist Recruiters, Hiring Managers (HM), Staffing Table Manager (STM), Central Review bodies (CRB) and Head of Department (HoD)/Head of Office (HoO) in determining how well staffing targets for completion of a recruitment case have been achieved.

Please find below the overall staffing process target timelines for the subject JO:
• JO posted, Time-line = 21 Sep 2012

• End of posting, Time-line = 20 Nov 2012

• [Recruiters]: Release of all applicants, Target = 5 days, Time-line = 25 Nov 2012

• [Hiring Managers]: Evaluation of all applicants/ Submission of recommended list, Target = 40 days, Time-line = 7 Jan 2013

• [Recruiters]: Compliance review/ status matrix and submission to CRB/SRG, Target = 3 days, Time-line = 10 Jan 2013

• [Central Review Body]: CRB/SRG review/endorsement, Target = 7 days, Time-line = 17 Jan 2013

• [HoD/HoO]: Selection, Target = 5, Time-line = 22 Jan 2013

3. The following briefly describes the various stages of the recruitment process with specific targets expectations, aligned to respective responsibilities:

• Step I - Release of all applicants:
The automated pre-screening and HR assessment process begins when the applicant applies to a JO through Inspira and ends when the Recruiter releases the applicants deemed eligible at the time of review to the HM for evaluation. The target for the confirmation of release of the screened applicants by the Recruiter is within 5 days after the deadline date of the JO.

• Step II - Evaluation of all released applicants/submission of recommended list:
The HM evaluates all released applicants and prepares the recommended list. The target is 40 days after confirmation of release of all applicants.

a) It is strongly suggested that the HM begins preliminary evaluations of applicants immediately after posting and continues throughout the above mentioned posting period.

b) Although preliminary evaluations may be prepared before the deadline date of the JO posting period, any further assessments and/or competency-based interview may only be conducted after the deadline date of the JO and after the confirmation of release of all applicants for a particular job opening.

c) The only exception to the above is when a roster-candidate is recommended for selection.

d) The HM finalizes and records the evaluations and assessments of all released and roster applicants via Inspira.

e) After the necessary internal-departmental procedures are completed, the HM finalizes the transmittal memo and through his/her Executive Office (EO) notifies the Recruiter that the case is ready for review and submission to CRB.
Please follow the guidelines available in the “Evaluating Applicants” at-a-glance, which may be accessed by logging to inspira, clicking on the link “Manuals” on the top right corner and selecting this at-a-glance.

- **Step III - Compliance review, status matrix and submission to CRB.**
  The target is within 3 days following submission of the recommended list by the EO/HM. The Recruiter submits the case to CRB after having:
  a) Ensured that the applicable procedures were followed so as to facilitate the review by CRB.
  b) Reviewed and confirmed the eligibility of the recommended candidates.
  c) Completed the status matrix for the recommended candidates. The Status Matrix contains elements of information that will be reviewed and considered by the HoD/HoO in the selection process, such as gender, employment in field duty stations, country representation status.

- **Step IV - CRB/SRG review and endorsement.**
  The target is within 7 days following Recruiter’s compliance review and submission to CRB Secretariat.

- **Step V - HoD/HoO’s selection.**
  The target is within 5 days following endorsement from the CRB. The HoD/HoO makes the selection decision, which is recorded in Inspira.

Please follow the guidelines available in the “Selecting a Candidate” at-a-glance, which may be accessed by logging to inspira, clicking on the link “Manuals” on the top right corner and selecting this at-a-glance.

4. **Roster management:**

Please note that all inspira rosters members will appear with a RM/GX mark when they apply to a JO classified with the same job code (i.e. job family, category/level, functional title and roster type) for which they are rostered.

5. **Selection from a roster:**

a) The HM may decide to immediately recommend the selection of a roster candidate, who has applied to the JO. In such a case, the HM will record the recommendation of the roster candidate by creating a final assessment as per guidelines in the at-a-glance “Evaluating applicants”.

b) Through the EO, the HM will notify the Recruiter, who will conduct a compliance review of the recommended roster candidate, complete the Status Matrix and notify the HM/EO when the HoD/HoO can proceed with selection.
c) If competency-base interviews (CBI) were conducted for rostered and/or not rostered candidates, and the HM decided to select a rostered candidate (therefore the case would not be submitted to CRB), the HM would still be required to enter the CBI evaluation in Inspira.

Please follow the guidelines available in the “Rosters” at-a-glance, which may accessed by logging to inspira, clicking on the link “Manuals” on the top right corner and selecting this at-a-glance. Please feel free to contact us if you have any questions or require assistance.

Yours sincerely,
<primary recruiter’s name>

Manual Notifications

The following notifications are manually sent by a hiring team member (e.g. Hiring Manager, Recruiter, Executive Office, etc.) using the available templates in inspira. These templates cannot be changed and are provided here for informational purpose only.

Criminal Record Request

When: Manually by the Recruiter if an applicant selected “yes” to the question “Have you ever been indicted fined or imprisoned for the violation of any law (excluding minor traffic violations)” at the Cover Letter & Additional Info tab in the application.

From: <Primary Recruiter’s email address>

To: <applicant’s primary email>, <applicant’s secondary email>

Subject: Your application for the position of <posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant’s last name>,

Thank you for submitting your application for the position of <Job Posting Title> in the <Org Unit 255 char description>. On your application you have provided the answer “yes” to the question “Have you ever been indicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)”

In order to determine your eligibility for consideration for this position, kindly provide as soon as possible a detailed explanation of the circumstances surrounding any such charges or other legally established violation, including the date, nature of offence, name and location of the court or place of hearing and the disposition of the case, including any penalty imposed. Please provide copies of all relevant documentation with your response.
The latest date for submission of this information is ten business days from the receipt of this message. If no response is received, your application shall not be deemed eligible for the above position. You are reminded that failure to disclose all required information completely, truthfully and accurately may lead to the initiation of disciplinary proceedings and/or termination of appointment.

Yours sincerely,

<Name of Primary Recruiter>
<Business Unit of Primary Recruiter>
United Nations Secretariat

Failed Assessment (internal applicant) for Continuous Job Opening and YPP only

When: Manually by Hiring Manager following the selection decision
From: <Hiring Manager's email address>
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting Title>, <Category/Grade>, <Department/Office>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

With reference to your application for the above position and based on the outcome of the assessments undertaken, we regret to inform you that your application for this position will not be considered further.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Yours sincerely,

<Name of primary Hiring Manager>
<Business Unit of primary Hiring Manager>
Invitation to Interview (EXT) - for external applicants

When: Manually by Hiring Manager
From: <Primary Hiring Manager's email address>
To: <applicant's primary email>, <applicant's secondary email>

Subject: Invitation to Competency-based Interview for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>)
(disponible en francais)

Dear <salutation> <applicant's last name>,

In reference to your application for the above-mentioned position and based on the result of the initial assessment exercise, we would like to invite you to an interview to be held on <date to be entered by HM> at <local time of duty station to be entered by HM> at the United Nations Office located at <Location to be entered by HM>. The interview will last approximately <number to be inserted by HM> minutes.

The interview panel for this position will consist of:
<Mr./Ms.> <First Name> <Last name>, <Job Title>, <Org. Unit>
<Mr./Ms.> <First Name> <Last name>, <Job Title>, <Org. Unit>
<Mr./Ms.> <First Name> <Last name>, <Job Title>, <Org. Unit>

Kindly confirm by return e-mail to <Primary Hiring Manager's e-mail>, within five business days of receipt of this message, that the proposed date and time of the interview are convenient for you, after which you will be contacted to make the necessary arrangements to gain entry to the premises on the day of your interview.

We look forward to the interview and thank you for your cooperation.

Yours sincerely,

<Name of primary Hiring Manager>
<Business Unit of primary Hiring Manager>
United Nations Secretariat
**Invitation to Interview (INT) - for internal applicants**

When: Manually by Hiring Manager  
From: <Primary Hiring Manager’s email address>  
To: <applicant’s primary email>, <applicant’s secondary email>  

Subject: Invitation to Competency-based Interview for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en français)

Dear <salutation> <applicant’s last name>,

In reference to your application for the above-mentioned position and based on the result of the initial assessment exercise, we would like to invite you to an interview to be held on <date to be entered by HM> at <time to be entered by HM> in <Location to be entered by HM>. The interview will last approximately <number to be inserted by HM> minutes.

The interview panel for this position will consist of:  
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>  
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>  
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>

Kindly confirm by return e-mail to <Primary Hiring Manager’s e-mail>, within five business days of receipt of this message, that the proposed date and time of the interview are convenient for you.

We look forward to the interview and thank you for your cooperation.

Yours sincerely,

<Name of primary Hiring Manager>  
<Business Unit of primary Hiring Manager>  
United Nations Secretariat

**Invitation for Phone Interview**

When: Manually by Hiring Manager  
From: <Primary Hiring Manager’s email address>  
To: <applicant’s primary email>, <applicant’s secondary email>
Subject: Invitation to Competency-based Interview for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>)
(disponible en francais)

Dear <salutation> <applicant's last name>,

In reference to your application for the above-mentioned position and based on the result of the initial assessment exercise, we would like to invite you to a telephone interview to be held on <date to be entered in by HM> at <time to be entered in by HM>, <duty station> time. The interview will last approximately <number to be inserted by HM> minutes.

The interview panel for this position will consist of:
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>
[Mr./Ms.] <First Name> <Last name>, <Job Title>, <Org. Unit>

Kindly confirm by return e-mail to <Primary Hiring Manager's e-mail>, within five business days of receipt of this message, that the proposed date and time of the telephone interview are convenient for you and provide a contact telephone number where you may be reached at this time.

We look forward to the interview and thank you for your cooperation.

Yours sincerely,

<Name of primary Hiring Manager>
<Business Unit of primary Hiring Manager>
United Nations Secretariat

**Job Opening Has Been cancelled**

When: Manually by the Recruiter and only on Job Openings that are Cancelled
From: Office_of_Human_Resources_Management@un.org
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)
Dear <salutation> <applicant's last name>,

Thank you for submitting your application for the <Job Posting Title> (<Job Opening ID #>) position in the <Org Unit 255 char description>.

The recruitment for this position has been suspended and may re-open at a later date. You are invited to refer to our website at http://careers.un.org in connection with this and other job openings.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" located in the upper right corner on the Careers Portal (http://careers.un.org).

Thank you again for your continued interest in positions at the United Nations Secretariat.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

*Position Filled from a Roster*

When: Manually sent by Recruiter

From: Office_of_Human_Resources_Management@un.org

To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <applicant's last name>,

Thank you for submitting your application for the position of <Job Posting Title> in the <Org Unit 255 char description>.
Kindly note that we have selected a candidate for this position from a roster of pre-approved candidates and as a result have closed this Job Opening prior to its deadline.

You are invited to refer to the United Nations Careers Portal at http://careers.un.org for further available job openings and may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Please do not respond to this system-generated e-mail. If you need to contact us, please click on "Contact us" located in the upper right corner on the Careers Portal (http://careers.un.org).

Thank you again for your continued interest in positions at the United Nations Secretariat.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

Recruiter Screening Completed

When: Manually by the Recruiter once the posting period end date has passed and no applicant is in disposition status "HR Assessment" (all applicants either "rejected" or "screened")

From: <Primary Recruiter>
To: <All Hiring Managers>
Cc: <All STMs>, <All Recruiters>

Subject: Screening by Recruiter completed - <posting title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en francais)

Dear <salutation> <Primary Hiring Manager's last name>,

In reference to the Job Opening <Job Opening ID> (<posting title>, <Level>, <Department parent 255 char description>, <Duty Station>), please note that all applicants have been screened and are ready for review.

Yours sincerely,
<Name of primary Recruiter>

<Business Unit of primary Recruiter>

United Nations Secretariat

---

**Request for Lateral Move Information**

When:  Manually by Recruiter at time of HR assessment

From:  <primary recruiter's email address>

To:  <applicant's primary email>, <applicant's secondary email>

Subject:  Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening ID <Job Opening ID>) (disponible en français)

Dear <salutation> <applicant's last name>,

We refer to your application for the above job opening received on <date of receipt of application>. We are writing to you because the information available to our office is insufficient to determine whether your application meets the eligibility requirements relating to prior lateral moves which are set out in section 6.3 of ST/AI/2010/3.

Under that provision, staff members in the Professional category must have a minimum of two prior lateral moves which may have taken place at any level in the professional category before they are eligible to be considered for promotion to the P-5 level.

Notwithstanding the above, and in order to meet the General Assembly’s concern about high vacancy rates in some regional commissions and duty stations, the requirement:

a) shall be reduced to one lateral move when a staff member has served in the Professional category in Nairobi or a regional economic commission other than the Economic Commission for Europe or any family non-H duty station (A, B, C, D or E) for one year or longer, or when a staff member is applying for a P-5 position at those duty stations from another duty station; or when a staff member has been recruited at the P-4 level; and

b) shall be waived when a staff member has served in the Professional and higher categories or at the FS-6 and FS-7 levels in the Field Service category at a non-family mission or duty station for one year or longer.

In order to assist you in providing the necessary information, it is important to recall what is meant by a “lateral move”, which is a move to a different position at the same level for a duration of at least one year, for instance:

- The staff member assumed a new position in another department or office, in another duty station, in another Job Family or in another organisation of the United Nations common system;

- If the new position is within the same department or office, and the Executive Office or Human Resources Office remains the same, there will be a lateral move only if the responsibilities are substantially different, for example, if there is a different area of
responsibilities or a change in the departments/offices serviced by the staff member. A change in supervisor without a change in functions does not represent a lateral move. In addition, periods of at least three months served on mission detail or other temporary assignment may be combined and counted as one lateral move when their cumulative duration reaches at least one year.

You are kindly requested to provide to our office the information necessary to determine whether you meet the lateral move requirement, as explained above, which could, for example, be a copy of your e-PAS or an attestation from your Executive Office or Human Resources Office. This information should be sent to the following e-mail address: <Primary Recruiter’s e-mail address> within five business days of receipt of this message in order to expedite the review process.

You are encouraged to review your application to ensure that it properly reflects all qualifying lateral moves for consideration in the event you apply for other P-5 vacancies. We would also suggest that you contact your local human resources management office to ensure that these moves are properly recorded in IMIS.

We appreciate your interest in this position and thank you for your cooperation.

Yours sincerely,

<Name of Primary Recruiter>
<Business Unit of primary recruiter>
United Nations Secretariat

**Request for e-PAS**

When: Manually at time of HR assessment by Hiring Manager
From: <Primary Hiring Manager’s email address>
To: Applicant’s primary email>, <applicant’s secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en français)

Dear <salutation> <applicant’s last name>,

In reference to your application for the above job opening, we noticed that it does not contain the required copies of your last two performance appraisal reports.

In order to ensure full consideration of your application, kindly upload your latest two performance appraisal reports as attachments in the My Careers Tools Section of the Careers Home page in inspira within five business days of receipt of this message. If those reports are unavailable, kindly provide a short explanation as to why they are not available.
After uploading the reports, you will have them conveniently available for further applications.

We appreciate your interest in this position and thank you for your cooperation.

Yours sincerely,

<Name of Primary Hiring Manager>
<Business Unit of primary Hiring Manager>
United Nations Secretariat

**Selection for Internship**

When:  Manually sent out by the Hiring Manager to candidates selected for an internship  
From:  <Primary HM's email address>  
To:  <applicant's primary email>, <applicant's secondary email>  
Subject: Your internship in the United Nations Secretariat (disponible en francais)

Dear <salutation> <applicant's last name>,

We wish to congratulate you on your selection for an internship at the United Nations Secretariat in the <Department parent 255 char description> in <duty station>.

An Offer Letter and Internship Agreement will be sent to you shortly for your review. Upon receipt, please confirm your acceptance as soon as possible, but no later than within five business days from receipt, by signing both the Offer Letter and the Internship Agreement and submitting the required documentation. If we do not receive your signed documents within this timeframe, your placement will be forfeited and will be offered to another candidate.


We look forward to welcoming you to the United Nations!

Yours sincerely,

<Name of Primary HM>
Internship Coordinator of <Business Unit of Primary HM>
United Nations Secretariat

Unsuccessful (Not Suitable/LL) for Continuous Job Openings and YPP

When: Manually by Primary Hiring Manager
From: <Primary Hiring Manager’s email address>
To: <applicant’s primary email>, <applicant’s secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening <Job Opening ID>) (disponible en français)

Dear <salutation> <applicant’s last name>,

In reference to your application for the above position and based on the overall review of applications received, we regret to inform you that your application for this position will not be considered further.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Yours sincerely,

<Name of primary Hiring Manager>
<Business Unit of primary Hiring Manager>
United Nations Secretariat

Unsuccessful Application - Rejected Applicants (for continuous job openings and YPP only)

When: Manually by the Recruiter
From: Office_of_Human_Resources_Management@un.org
To: <applicant's primary email>, <applicant's secondary email>

Subject: Your application for the position of <Posting Title>, <Level>, <Department parent 255 char description>, <Duty Station> (Job Opening < Job Opening ID >) (disponible en francais)

Dear <salutation> <applicant's last name>,

We refer to your application for the above-mentioned position, submitted on <date>.

After careful review of the information provided in your application for this position, we regret to inform you that your application was not successful.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel that you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Please do not respond to this system-generated e-mail. You can reach us through the "Contact us" feature on the top right corner of the website.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat

Unsuccessful Internship (rejected candidate)

When: Manually sent out by the Hiring Manager to candidates not selected (rejected) for an internship

From: <Primary HM's email address>

To: <applicant's primary email>, <applicant's secondary email>

Subject: Your internship in the United Nations Secretariat (disponible en francais)

Dear <salutation> <applicant's last name>,

We refer to your application for the above-mentioned position, submitted on <date>.

After careful review of the information provided in your application for this position, we regret to inform you that your application was not successful.

We would like to thank you for your interest in this position and encourage you to apply for other positions for which you feel that you are qualified. Please regularly review job openings at the United Nations Secretariat at the Careers Portal, http://careers.un.org.

You may also sign up for the Job Alert feature which automatically notifies you when specific employment opportunities become available. In order to register please log in, choose Self-Service > Recruiting Activities > Careers and then click on Advanced Search. Enter the search criteria, hit [Save Search], name your search and check the box [x] "Use as Job Alert". Finally, enter an e-mail address in the "Send Job Alert Notification To" field and click [Save Search].

Please do not respond to this system-generated e-mail. You can reach us through the "Contact us" feature on the top right corner of the website.

Yours sincerely,

Office of Human Resources Management
United Nations Secretariat
Thank you for your application to an internship position at the United Nations Secretariat in the
<Department parent 255 char description> in <duty station>.

We regret to inform you that we were unable to find suitable arrangements for your internship at this
time.

Nonetheless, we encourage you to actively apply for other internship positions advertised at the
United Nations Careers Portal - http://careers.un.org - which are of interest to you and for which you
feel you are qualified.

Thank you for your interest in the internship programme of the United Nations Secretariat
.
Yours sincerely,

<Name of Primary HM>
Internship Coordinator of <Business Unit of Primary HM>
United Nations Secretariat
Other Communications

The following communications are prepared and sent by the responsible member of the hiring team outside of *inspira*.

**Dissemination of Published Job Openings to AFP, GO and NGO**

When: Manually by staff member of outreach unit (Recruiter)

From: <talentoutreach@un.org>

To: <contact list of AFP, GO, and NGO>

bcc: <sender's email address>

Subject: Notification of a new Job Opening at the United Nations Secretariat (disponible en français)

Dear Sir/Madam,

The United Nations Secretariat is currently looking for qualified candidates for the following position(s):

<Level>, <Posting Title>, <Department>, <Duty Station>. <Brief description of position>. (deadline: <DD Month YYYY>)

Kindly see attachment for more information on this position:

<attach pdf(s) of job opening>

We kindly request your support in giving this announcement the widest possible circulation and your assistance in identifying potentially suitable candidates. Applications from women are strongly encouraged.

Further details on the above-mentioned as well as other vacancies can be found on our career portal [http://careers.un.org](http://careers.un.org).

With sincere appreciation for your time and efforts.

Best regards,

Outreach Section Unit

Strategic Planning and Staffing Division

Office of Human Resources Management

United Nations Secretariat

New York

Email: talentoutreach@un.org

[http://www.facebook.com/UN.Careers](http://www.facebook.com/UN.Careers)

[http://twitter.com/un_careers](http://twitter.com/un_careers)

[http://linkd.in/un_careers](http://linkd.in/un_careers)
Annex F: The United Nations System

The United Nations System

UN Principal Organs
- General Assembly
- Security Council
- Economic and Social Council
- Secretariat
- International Court of Justice
- Trusteeship Council

Subsidiary Bodies
- Main and other ad hoc committees
- Programme and Funds
- UNCTAD United Nations Conference on Trade and Development
- ITC International Trade Centre (UNCTAD/WTO)
- UNDP United Nations Development Programme
- UNCDF United Nations Capital Development Fund
- UNV United Nations Volunteers
- UNIPEXUnited Nations Environment Programme
- UNFPA United Nations Population Fund

Other Bodies
- Specialized Agencies
- Regional Commissions
- Functional Commissions
- Advisory Subsidiary Bodies
- Executive Office of the Secretary-General
- Department of Economic and Social Affairs
- Department of Field Support
- Department of General Assembly and Conference Management
- Department of Management
- Department of Political Affairs
- Department of Public Information
- Department of Peacekeeping Operations
- Department of Safety and Security
- Office of the Coordination of Humanitarian Affairs
- Office of the United Nations High Commissioner for Human Rights
- Office of the Special Advisor on Africa
- Office of the Special Representative of the Secretary-General for Children and Armed Conflict
- Office of United Nations Industrial Development Organization
- Office of United Nations Office at Genova
- Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
- Office of United Nations Office at Nairobi
- Office of United Nations Office at Vienna

Specialized Agencies
- FAO Food and Agriculture Organization
- UNESCO United Nations Educational, Scientific and Cultural Organization
- WFP World Food Programme
- WHO World Health Organization
- UNEP United Nations Environment Programme
- UNDP United Nations Development Programme
- UNICEF United Nations Children’s Fund
- UNHCR United Nations High Commissioner for Refugees
- UNHabitat United Nations Human Settlements Programme
- UNIFEM United Nations Entity for Gender Equality and the Empowerment of Women
- WFP World Food Programme
- CTIF United Nations International Strategy for Disaster Reduction
- UNOPS United Nations Office for Project Services

International Organizations
- IMF International Monetary Fund
- ICAO International Civil Aviation Organization
- IMO International Maritime Organization
- ITU International Telecommunication Union
- UNESCO United Nations Educational, Scientific and Cultural Organization
- WMO World Meteorological Organization
- WHO World Health Organization
- WIPO World Intellectual Property Organization
- UNIDO United Nations Industrial Development Organization
- UNWTO World Tourism Organization

Other Entities
- UNAIDS Joint United Nations Programme on HIV/AIDS
- UNRISD United Nations Research Institute for Social Development
- UNRISD United Nations System Staff College
- UNRISD United Nations University

NOTES:
1. UNDP, UNHCR, UNICEF and WFP report directly to the General Assembly.
2. UNDP and WFP are funded through their own resources.
5. This United Nations system expanded significantly in the mid-1990s through the creation of the UNHabitat, UNIFEM, and WFP.
6. The United Nations Office at Genova is headed by a Director-General.
7. The United Nations Office at Nairobi is headed by a Director-General.
8. The United Nations Office at Vienna is headed by a Director-General.
9. The United Nations Office at Genova is headed by a Director-General.
10. The United Nations Office at Nairobi is headed by a Director-General.
11. The United Nations Office at Vienna is headed by a Director-General.

Manual for the Hiring Manager on the Staff Selection System (Inspira)
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### Annex G: Matrix for Pre-screening on Level

<table>
<thead>
<tr>
<th>One Below (applicant)</th>
<th>Level of Job Opening</th>
<th>One Level Above (applicant)</th>
<th>Remarks</th>
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</thead>
<tbody>
<tr>
<td>D-1, L-6</td>
<td>D-2</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>P-5, L-5</td>
<td>D-1</td>
<td>D-2</td>
<td></td>
</tr>
</tbody>
</table>

| P-4, L-4, NO-D, FS-7  | P-5                  | D-1,                         | FS applying for P who have previously served as GS or related, are external applicants |

| P-3, L-3, NO-C, FS-6  | P-4                  | P-5,                          | FS applying for P who have previously served as GS or related, are external applicants |

| P-2, L-2, NO-B        | P-3                  | P-4,                         | FS applying for P who have previously served as GS or related, are external applicants |

| P-1, L-1, NO-A        | P-2                  | P-3,                         | FS applying for P who have previously served as GS or related, are external applicants |

| n/a                   | P-1                  | P-2,                         | FS applying for P who have previously served as GS or related, are external applicants |

| G-6, FS-4, S-5, TC-6  | G-7                  | n/a                         |         |
| G-5, FS-4, S-4, TC-5  | G-6                  | G-7,                         |         |
| G-4, FS-3, S-3, TC-4  | G-5                  | G-6,                         |         |
| G-3, FS-2, S-2, TC-3  | G-4                  | G-5,                         |         |
| G-2, FS-1, S-1, TC-2  | G-3                  | G-4,                         |         |

| G-1, S-1, TC-2        | G-3                  | G-4,                         |         |

| PIA III               | LT                   | LT                           |         |

| PIA II                | LT                   | LT                           |         |

| PIA I                 | LT                   | LT                           |         |
| G-1, FS-1, TC-1, | FS-1, G-2, S-1, TC-2, | G-2 | G-3, FS-2, S-2, TC-3, PIA-I, |
| n/a | G-1, FS-1, TC-1 | G-1 | G-2, S-1, FS-1, TC-2 |
| FS-6, L-3, P-3, G-1, G-2, G-3, G-4, G-5, G-6, G-7, S-1, S-2, S-3, S-4, S-5, S-6, S-7, TC-1, TC-2, TC-3, TC-4, TC-5, TC-6, TC-7, TC-8, PIA-I, PIA-II, PIA-III | FS-7, P-4, G-1, G-2, G-3, G-4, G-5, G-6, G-7, S-1, S-2, S-3, S-4, S-5, S-6, S-7, TC-1, TC-2, TC-3, TC-4, TC-5, TC-6, TC-7, TC-8, PIA-I, PIA-II, PIA-III | FS-7 | n/a |
| FS-6, G-2, S-1, TC-2 | FS-7, P-4, G-1, G-2, G-3, G-4, G-5, G-6, G-7, S-1, S-2, S-3, S-4, S-5, S-6, S-7, TC-1, TC-2, TC-3, TC-4, TC-5, TC-6, TC-7, TC-8, PIA-I, PIA-II, PIA-III |

GS and related are external applicants when applying for FS.
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<thead>
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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
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<td>FS-1</td>
<td>FS-2, G-1, G-2, G-3, G-4, G-5, G-6, G-7, S-1, S-2, S-3, S-4, S-5, S-6, S-7, TC-1, TC-2, TC-3, TC-4, TC-5, TC-6, TC-7, TC-8, PIA-I, PIA-II, PIA-III</td>
<td>GS and related are external applicants when applying for FS</td>
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<td>S-7</td>
<td>n/a</td>
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<tr>
<td>G-6, S-5, TC-6, FS-4, LT</td>
<td>G-7, FS-5, S-6, S-7, TC-7, TC-8</td>
<td>S-7</td>
<td>n/a</td>
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<td>S-5, TC-6, G-6, FS-4, LT</td>
<td>S-5</td>
<td>S-6, S-7, TC-7, TC-8, G-7, FS-5</td>
<td></td>
</tr>
<tr>
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<td>S-4, TC-5, G-5, FS-4, PIA II, FS-3</td>
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</tr>
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<td>S-2, G-34, TC-3, PIAI, FS-2</td>
<td>S-2</td>
<td>S-3, G-4, TC-4, PIA II, FS-3</td>
<td></td>
</tr>
<tr>
<td>G-1, TC-1, FS-1</td>
<td>S-1 G-2, FS-1, TC-2</td>
<td>S-1</td>
<td>S-2, G-3, TC-3, PIA I, FS-2</td>
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</tr>
<tr>
<td>TC-6, S-5, G-6, FS-4</td>
<td>TC-7, TC-8, S-6, S-7, G-7, FS-5</td>
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<td>TC-6, S-5, G-6, FS-4</td>
<td>TC-7, TC-8, S-6, S-7, G-7, FS-5</td>
<td>TC-7</td>
<td>TC-7, S-7, TC-8, G-7, FS-5</td>
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<td>AGG</td>
<td>Advisory Group on Gender</td>
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<td>ASG</td>
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<td>ATS</td>
<td>Administration and Travel Section</td>
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<td>BINUB</td>
<td>United Nations Integrated Office in Burundi</td>
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<td>BONUCA</td>
<td>United Nations Peacebuilding Office in the Central African Republic</td>
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<td>Convention on Biological Diversity</td>
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<td>Chief Budget Officer</td>
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<td>CCPO</td>
<td>Chief Civilian Personnel Officer</td>
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<td>CDT</td>
<td>Conduct and Disciplinary Team</td>
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<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination Against Women</td>
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<td>Communication and Information Technology Section</td>
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<td>United Nations Civilian Police</td>
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<td>CLJAS</td>
<td>Criminal Law and Judicial Advisory Section</td>
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<td>CMP</td>
<td>Capital Master Plan</td>
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<td>CMS</td>
<td>Chief of Mission Support</td>
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<td>CNMC</td>
<td>Cameroon Nigeria Mixed Commission</td>
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<td>CPA</td>
<td>Comprehensive Peace Agreement</td>
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<td>CPIT</td>
<td>Civilian Pre-Induction Training</td>
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<td>CRB</td>
<td>Central Review body</td>
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<td>DGACM</td>
<td>Department for General Assembly and Conference Management</td>
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<td>DSG</td>
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<td>DSRSG</td>
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<td>DSS</td>
<td>Department of Safety and Security</td>
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<td>DTCD</td>
<td>Department of Technical Cooperation for Development</td>
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<td>Economic and Social Council</td>
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<td>e-PAS</td>
<td>Electronic Performance Appraisal System</td>
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ESCAP  Economic and Social Commission for Asia and the Pacific
ESCWA  Economic and Social Commission for Western Asia

**F**
- FAO  Food and Agricultural Organization
- FBFD  Field Budget and Finance Division
- FCRB  Field Central Review bodies
- FM  Field Mission
- FMSS  Financial Management and Support Service
- FPD  Field Personnel Division
- FPMS  Field Personnel Management System
- FPPOS  Field Personnel Operations Service
- FPSSS  Field Personnel Specialist Support Service
- FS  Field Service
- FSO  Field Service Officer

**G**
- G  General
- GA  General Assembly
- GJP  Generic Job Profile
- GS  General Service
- GTA  General Temporary Assistance
- GVA  Generic Vacancy Announcement

**H**
- HOM  Head of Mission
- HOD  Head of Department
- HQ  Headquarters
- HR  Human Resources
- HRCO  Human Resources Case Officer
- HRM  Human Resources Management
- HRM Scorecard  Human Resources Management Scorecard
- HRO  Human Resources Officer
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<td>IC</td>
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<td>ICAO</td>
<td>International Civil Aviation Organization</td>
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OIC Officer in Charge
OICT Office of Information and Communications Technology
OILOS Office of Internal Oversight Services
OLA Office of Legal Affairs
OMS Office of Mission Support
ONB Onboarding
ONUB United Nations Operation in Burundi
OO Office of Operations
OPPBA Office of Programme Planning, Budget and Accounts
ORB Occasional Recuperation Break
OSCE Organization for Security and Cooperation in Europe
OSRSG Office of the Special Representative of the Secretary General

P
P Professional
PAS Performance Appraisal System
PBI Programme Budget Implications
PBPS Peacekeeping Best Practices Section
PBSO Peacebuilding Support Office
PCO Programme Case Officer
PD Procurement Division
PDSRSG Political Deputy Special Representative of the Secretary-General
PFD Peacekeeping Finance Division
PHP Personal History Profile
PM Programme Manager
PMCA Pre-Mandate Commitment Authority
PMSS Personnel Management and Support Service
PPBD Programme Planning and Budget Division
PS Procurement Service
PSC Peace and Security Council
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Annex I: Glossary

**Anticipated Job Openings**

An anticipated job opening is a job opening relating to positions expected to become available as identified through forecasting, for example due to the retirement of the incumbent within six-to-nine months or for meeting future requirements.

**Assessment**

The substantive process of evaluating applicants to determine whether they meet the requirements of the position under recruitment.

**Assessment Methodology**

A test or an examination which could be a written exercise, a case study, a presentation or another exercise to measure a particular set of job skills commensurate with the evaluation criteria. The outcome serves as the source of evidence of what an applicant can do in a simulated work environment, how he/she thinks and acts, what qualities and characteristics an applicant possesses and what he/she knows and has done, and leads to a determination of whether the person fully or partially meets the requirements.

**Assessment Panel**

A panel normally comprised of at least three staff members, with two being subject matter experts at the same or higher level of the job opening, at least one being female and one being from outside the work unit where the job opening is located, who will undertake the assessment of applicants for a job opening. For D-2 level job openings, the panel should normally be comprised of a minimum of three staff members, with at least one being from outside the department, and at least one female. An expert panel, similar in constitution to an assessment panel may assist in undertaking the assessment of applicants for generic job openings. Hereinafter, the term assessment panel will also refer to expert panel, unless specifically stated otherwise.

**Candidate**

A candidate is an individual being considered (short-listed) for a position or already placed on a roster (roster candidate). A candidate has already progressed through the stages of being an “applicant” and “pre-screened applicant” i.e. has successfully passed the pre-screening and assessment process.

**Central Review bodies (CRB)**

The Central Review bodies are joint bodies established by ST/SGB/2011/xx pursuant to staff rule 4.15 to review the process for compliance with the pre-approved selection criteria and to review and provide advice on recommendations for selections of all staff up to and including the D-1 level, except for advice on appointment of candidates having successfully passed a competitive examination in accordance with staff rule 4.16.

**Competencies**

Competencies are a combination of skills, attributes and behaviours that are directly related to the successful performance on the job. The competencies held important by the Organization include Core Competencies (Communication, Teamwork, Planning and Organizing, Accountability, Client
Orientation, Creativity, Technological Awareness and Commitment to Continuous Learning) and Managerial Competencies (Vision, Leadership, Empowering Others, Managing Performance, Building Trust and Judgment/Decision Making). In addition to its competencies, the Organization has also articulated a set of core values which are Integrity, Professionalism and Respect for Diversity.

**Competency-based Interview**

A structured interview aimed at ascertaining the candidate’s qualities or capabilities on job-related dimensions of behaviour (competencies), as stipulated in the evaluation criteria.

**Documented Record**

A documented record is a record consisting of written, printed or electronic material that provides information or evidence.

**Duty Station**

A duty station is the geographical location (normally a town or city) where the Organization maintains an office. The location drives the scale of employment salary and benefits, among other aspects. Organizational units and related positions are located in a duty station. For consultancy assignments, all duty stations covered by the Terms of Reference should be listed.

**Eligibility Criteria**

Eligibility criteria are standards that define an individual’s employability with the Organization and/or an applicant’s prerogative to be considered for a job opening. Eligibility criteria are policy driven.

**Evaluation Criteria (EC)**

Evaluation criteria are criteria used for the evaluation of applicants for a particular position. Evaluation criteria must be objective and related to the functions of the position as reflected in the generic job profile or the individually classified job description and must include the key competencies that will be assessed.

**Ex Officio**

The ex officio participates in meetings in an advisory role as a non-voting member.

**Expert panel**

See Assessment Panel

**External Applicant**

An external applicant is an individual who at the time of his/her application is not employed by the United Nations Secretariat or who has not been recruited under Staff Rules 4.15 (following the review by a Central Review body) and 4.16 (through a competitive recruitment examination). A staff member whose appointment is limited to service in a particular department or office is also considered an external applicant as well as associate experts, consultants, individual contractors, interns and gratis personnel staff from other organizations of the United Nations System.
**Field Missions (family and non-family)**

A field mission is an office established by the Organization in a field duty station/location that supports peacekeeping operations. Such a mission may be designated as a family mission or as a non-family mission. The status of a field mission drives the salary and entitlements remuneration package.

**General Service and related categories**

Staff members in the General Service (GS) and related categories (Trade and Crafts, Security Service, Public Information Assistants, Language Teachers) perform support functions. Such staff members are normally recruited on a local basis in the country of the office, irrespective of their nationality and the length of time they may have been in the country. The allowances and benefits are adapted to local conditions at the various duty stations.

**Generic Job Opening (GJO)**

Job openings which are based on generic job profiles, used for the purpose of creating and maintaining viable rosters of qualified and available candidates for immediate and anticipated job openings in entities with approval to use roster-based recruitment.

**Generic Job Profile (GJP)**

A generic job profile is a classified standard job description that encompasses a large group of related jobs with similar characteristics in terms of duties and responsibilities, education, work experience, technical skills and essential core competencies.

**Geographic Status**

The status given to staff in the Professional and higher categories on initial appointment for one year or longer against a post subject to “equitable geographical distribution” and to the application of the system of desirable ranges, namely, a regular budget post in the Secretariat (except language posts up to and including P-5). All successful candidates in a competitive examination as defined in staff rules 4.16, except the language examinations, also receive “geographic status”. Once geographic status has been given, it is retained throughout the period of continuous service of the staff member on a post subject to equitable geographical distribution. Staff members other than those who are successful candidates in a competitive examination as defined in staff rules 4.16 shall lose the geographical status if subsequently appointed to positions which are not subject to geographic distribution.

**Head of Department/Office**

An official appointed by the Secretary-General to lead a department, office, Regional Commission or other major organizational unit of the Secretariat who is directly accountable to the Secretary-General in the exercise of the functions set out in section 5 of ST/SGB/1997/5 (as amended by ST/SGB/2002/11).

**Hiring Manager (HM)**

The **Hiring Manager**, also known as Programme Case Officer (PCO), is the official within a department/office who is responsible for the filling of a vacant position and who is accountable to his/her head of department/office to ensure the delivery of mandated activities by effectively and
efficiently managing staff and resources placed under his or her supervision and for discharging the other functions listed in section 6 of ST/SGB/1997/5 (as amended by ST/SGB/2002/11)

**Human Resources Management (HRM) Scorecard**

The Human Resources Management (HRM) Scorecard is a compact between the heads of department/office and the Assistant Secretary-General for Human Resources Management. The tool monitors the annual performance of individual departments and offices against the Organization’s legislative mandates, human resources management reform goals and expected workforce trends.

**Immediate Job Openings**

Job openings relating to positions that have become available unexpectedly, such as, upon separation from service in cases other than retirement, the selection of the incumbent for other functions or the creation of new positions.

**Internal Applicants**

An internal applicant is a staff member serving in the United Nations Secretariat holding an appointment other than a temporary appointment under the UN Staff Regulations and Rules, who have been recruited after a competitive process under staff rule 4.15 (review by a Central Review body) or staff rule 4.16 (competitive recruitment examination) and whose appointment is not limited to service with a specific entity. Associate experts (Junior Professional Officers) and staff members of the separately administered United Nations funds and programmes are not considered internal applicants except as provided for in this definition. Women who have been in service for a continuous period of 12 months with the separately administered United Nations funds and programmes or any specialized agency or organizations of the United Nations common system and whose appointments have been reviewed by a review body pursuant to staff rules 4.15, are considered internal applicants when:

i. holding an appointment at the P-3 or P-4 level and applying for P-4 positions;

ii. holding an appointment at the P-4 or P-5 level and applying for P-5 positions.

**Job Alert**

The job alert is a feature to which an applicant may subscribe. By doing so, the applicant will automatically receive an e-mail notification whenever a new job opening is posted that is in line with the criteria he/she has specified.

**Job Code**

A job code is defined by the following parameters: specific job family, category, level, functional title and roster type.

**Job Family**

A more specific occupational area within a job field. In a job family, the same or relatively similar work is performed, a similar skill set is required, and it is possible to move within the family with minimal training. For example, Purchasing is a family within the Finance field.
Job Networks

A job network is a grouping of departments/offices with closely linked mandates or programmes and a common interest in collaborating in areas such as human resources planning, staff development and mobility.

Job Opening

A vacancy announcement issued for one particular position or for multiple positions.

Job Title

Job Title refers to the Functional Title. The job title is an attribute of a position that corresponds to the functions of the job. Functional titles should stem from a pre-determined list rather than free text.

Knowledge-based Test

A test that aims at determining an applicant’s knowledge of the subject matter in a simulated work environment, as stipulated in the job opening and in the evaluation criteria.

Language Competitive Examination

The examinations test your ability to express yourself clearly and intelligently in your main language, using proper grammar and appropriate style. You are given a chance to prove that you have in-depth knowledge of at least two other official United Nations languages and demonstrate not only your grasp of grammatical structure and an extensive vocabulary, but also your familiarity with cultural and sociolinguistic context. You should be well informed about social, political and economic issues around the globe, and have at least some knowledge in such areas as human rights, peace and security, economics, social development, humanitarian affairs, or international law.

Language Post

Language posts are subject to the provisions of the ST/AI/2000/1 and amended by ST/AI/2003/1, setting out special conditions for recruitment or placement of candidates successful in a competitive examination for posts requiring special language skills.

Language Proficiency

Language proficiency refers to an adequate and demonstrated knowledge in one of the official languages of the Organization. It is normally established by means of a “language proficiency certificate” awarded by the Organization based on successfully passing the United Nations Language Proficiency Examination (UNLPE) in that language.

Language Proficiency Examination (LPE)

The Language Proficiency Examination (LPE) is used to test the written and spoken knowledge of staff members in one of the six official languages of the United Nations: Arabic, Chinese, English, French, Russian and Spanish. The LPE consists of a written part and an oral part, which are to be taken at the same session (i.e. the same year).
**Lateral move**

The movement of a staff member to a different position at the same level for the duration of at least one year. The new position may be in the same or a different department or office, in the same or a different duty station and in the same or a different job family. Inter-agency loans or other movements to and from other organizations of the United Nations common system are recognized as “lateral moves”. There will be a lateral move when a staff member assumes a new position at the same level in another department or office, in another duty station, in another job family or in another organization of the United Nations common system. Within the same department or office, when the supervisor remains the same, there will be a lateral move only if the responsibilities are substantially different, for example, if there is a different area of responsibilities or a change in the departments/offices serviced by the staff member. A change in supervisor without a change in functions does not represent a lateral move. Temporary assignments of at least three months but less than one year, with or without special post allowance, shall also qualify as a lateral move when the cumulative duration of such assignments reaches one year.

**Location**

Duty station (normally a town or city) where the Organization maintains an office.

**Mission**

A United Nations peacekeeping operation or special political mission in the field.

**National Competitive Recruitment Examination (NCRE)**

The National Competitive Recruitment Examination (NCRE), also known as National Competitive Examination (NCRE), is an examination for entry-level Professional posts under Staff Rule 4.16. This term often refers to the successful candidates themselves (NCRE applicant or NCRE candidate).

**Occupational Groups**

See Job Family.

**Occupational Group Manager**

An official within the Department of Field Support responsible for managing the supply of available candidates with the necessary qualifications and expertise to meet the staffing requirements identified through workforce planning for a specific job family or families in peacekeeping operations and special political missions.

**Occupational Network (Job Network)**

Occupational Network (Job Network) are networks among departments whose mandates are closely linked, that have a common interest in building on the natural affinity between functions, an in collaborating in exchanging staff members that would, in turn broaden their skills, experience and competencies. Occupational networks are intended to break down departmental ‘silos’ and encourage multidisciplinary approaches.
**Position**

Position refers to an established post or any other job regardless of the source of funding (including general temporary assistance) which has been approved by the General Assembly for at least one year and which has been duly classified.

**Position-specific Job Opening**

A job opening used for the filling of a particular position at a specific duty station.

**Pre-Screened Applicant**

An applicant who has met the eligibility criteria set out in the job opening and who has passed the pre-screening stage. He/She has entered the substantive evaluation phase. It refers to an applicant’s status which follows “applicant” and precedes “candidate.”

**Recruiter**

Recruiter refers to the (Senior) Human Resources Case Officer (HRCO). The HRCO/Recruiter is empowered and held responsible as the recruitment and classification focal point. He/She provides advice to all parties concerned and ensures compliance with the applicable procedures; transmits to the Hiring Manager eligible applicants, including roster candidates; reviews all proposed selections and after selection by the Department Head, informs selected candidates of the selection decision; places candidates endorsed by the Central Review bodies who were not selected on the appropriate roster. Where necessary, the Recruiter requests designation/certification in line with the provision of ST/SGB/2005/7.

**Roster**

Rosters in this context consist of candidates who have been endorsed by a Central Review body for a particular job opening, and who have indicated an interest in being considered for selection for a future job opening, published using the same job code. A roster is defined by a Job Code. A job code is associated with a specific job family, category, level, functional title and roster type.

**Selection decision**

The decision by a head of department/office to select a preferred candidate for a particular position up to and including the D-1 level from a list of qualified candidates which had been endorsed by a Central Review body. When making the selection decision, the Head of Department/Office shall take into account the Organization’s human resources objectives and targets as reflected in the departmental HRM Scorecard, especially with regard to geography and gender. The Head of Department shall also give the fullest regard to candidates already in the service of the Organization as well as those encumbering posts that are slated for abolition or are serving in secretariat entities undergoing downsizing and/or liquidation. Selection decisions for positions at the D-2 level are made by the Secretary-General following review by the Senior Review Group.

**Skills**

Skills refer to the capacity to carry out job functions i.e. through United Nations Secretariat training, certifications, membership in professional organizations, language skills, etc.
**Status Matrix**

The status matrix reflects the mandatory and/or organizational imperatives and desirable values - elements which are tied to the HRM Scorecard.

**Substantive Assessment**

Substantive assessment encompasses determination of an applicant’s competence through knowledge-based tests, competency-based interview, and other assessment methodologies related to the functions of a position.

**Temporary Promotion**

A temporary promotion to the level of the position and for the duration of the assignment may be granted to a staff member holding a permanent, continuing, probationary or fixed-term appointment (with no appointment limitation) assigned from a headquarters location, including Regional Commissions, to a position one level higher than his/her current grade in a peacekeeping operation or special political mission, where a lien is maintained against a position at the parent duty station. A staff member temporarily promoted may apply during his/her assignment in a peacekeeping operation or special political mission to job openings one level higher than his/her temporary grade level, provided that he/she has spent more than 12 months continuously in the peacekeeping operation or special political mission.

At the end of his/her assignment in the peacekeeping operation or special political mission, the staff member will revert to his/her original level at the former duty station and may henceforth only apply to job openings one level above his/her original level. The same provisions also apply to a staff member appointed to a peacekeeping mission or special political mission (with no appointment limitation) who is selected for an assignment to a position one level higher than their current grade at a headquarters location or Regional Commission.

A temporary promotion may also be granted to successful G to P candidates who are willing to assume positions directly financed by project funds or other extrabudgetary resources established at the P-1 or P-2 level for one year or longer. In the event that the position continues to be funded beyond two years, the G-to-P appointee will be given the opportunity to confirm his/her willingness to relinquish his/her General Service position.

**Temporarily Vacant Position**

A position blocked for a specific period of time for the return of a staff member on temporary assignment, mission assignment, special leave, secondment, or loan.

**United Nations System**

The United Nations is made up of six principle organs, a series of affiliated bodies and programmes, and specialized agencies and independent institutions. The principal organs are the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice, and the Secretariat.

**United Nations Common System**

The term common system is shorthand for the United Nations common system of salaries, allowances and other conditions of service. Its origin can be traced to the relationship agreements concluded between the United Nations and the specialized agencies. While the wording of these agreements
varies, most of them carry language to the effect that it is agreed to develop common personnel standards, methods and arrangements designed to avoid serious discrepancies in terms and conditions of employment, to avoid competition in recruitment of personnel and to facilitate the interchange of personnel. The United Nations system was intended to prevent competition among the organizations in staff recruitment and to facilitate exchange of staff. Other rationales for a common system include:

- Efficiency/economy of scale: central maintenance of salary scales and allowance schedules means far fewer resources have to be deployed for these purposes in each organization;
- Equity/fairness: morale can be jeopardized when staff working side by side have different conditions of service -- a uniform approach lessens such dissatisfaction;
- Cost-efficiency/control: for the Member States, a common set of employment conditions permits an overview of staff costs.
- The World Bank Group and the International Monetary Fund - although specialized agencies of the United Nations - are not part of the common system.

**Vacant position**

A position approved for one year or longer that is not blocked for the return of a staff member on temporary assignment, mission assignment, special leave, secondment or loan.

**Young Professionals Programme (YPP)**

The Young Professionals Programme is geared towards entry level recruitment as outlined in the Report of the Secretary-General (Overview of Human Resources Management-reform: United Nations Young Professionals Programme) A/65/305/Add.4.
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