**Selection and Reassignment Policy for International Rotational Posts**

# Purpose

1. This policy describes the approach and methodology for identifying and selecting candidates for international rotational posts within UNDP (hereafter referred to as „rotational posts‟) and for their reassignment from one rotational post to another. A ‘rotational’ post is one where the functions to be performed and competencies required for the post are identical, similar to, or relevant to other international professional posts in UNDP duty stations at multiple locations, or if the rotational nature of a specific post is otherwise in the interests of UNDP. This policy supersedes the policy and guidelines related to the QUARRY exercise and previous Reassignment Policy (circular UNDP/ADM/00/29). Guidance on recruitment procedures for international non-rotational post can be found in the Policy [*Recruitment and Selection for International Posts not Covered by Candidate Pools*.](https://popp.undp.org/node/4201)
2. The selection and reassignment of staff members for rotational posts is governed by the Staff Regulations and Staff Rules, the UNDP Recruitment and Selection Framework and by the UNDP policies and principles contained therein. The selection and reassignment of staff members in the Candidate Pools are **not** subject to the provisions on lateral moves as described in the Recruitment and Selection Framework.

# Applicability

1. The present policy applies to all UNDP international posts from P-4 to D-1[[1]](#footnote-1) designated as rotational and which are covered by a Candidate Pool. However, it does not apply to the process for identifying and selecting candidates for UNDP Resident Representative (RR) posts, which is conducted at the inter-agency level.

# Establishment of Candidates Pools

1. A Candidate Pool is a qualified, pre-assessed and evaluated, pre-endorsed group of candidates suitable to perform the functions of a substantially similar set of rotational posts in a given job family. [see para. 27 on assessment]

1. The functions to be performed by posts covered by a given Candidate Pool shall be defined with reference to UNDP job families and the UNDP Competency Framework. The posts to be filled by candidates from a given Candidate Pool should have similar competencies in order to ensure a likely matching of candidates within a defined set of posts.

1. The Director, Office of Human Resources (OHR) in consultation with Hiring Directors, will define the rotational posts to be filled from each Candidate Pool.

1. The following Candidate Pools will be established:

1. **Senior Programme** (Country Director and similar HQ-based posts) at the P-5 and D-1 levels[[2]](#footnote-2);
2. **Programme** (Deputy Resident Representative/Deputy Country Director - Programme and similar HQ-based posts) at the P-4 – P-5 level;
3. **Operations** (Deputy Resident Representative/Deputy Country Director - Operations and similar HQ-based posts) at the P-4 – P-5 level.

1. Additional Candidate Pools may be established or existing Candidate Pools re-defined, from time to time, based on evolving functional and organizational requirements. Combined Deputy Resident Representative/Deputy Country Director Programme and Operations positions may be drawn from either the ***Programme*** or ***Operations*** Pool and individual staff may be a member of more than one Pool.

# Becoming a Member of a Candidate Pool

1. An internal candidate is defined as an international staff member holding a Permanent Appointment (PA), Continuing Appointment (CA) or Fixed Term Appointment (FTA) approved by the Compliance Review Board[[3]](#footnote-3) (CRB) hereinafter referred to as an *Advisory Body*.

1. An internal candidate may become a member of a given Candidate Pool in one of three ways:

* 1. An internal candidate has demonstrated satisfactory performance in a post (either currently or previously) covered by the Candidate Pools;

* 1. An internal candidate has gone through a corporate assessment and evaluation process and is deemed ready for entry into a Candidate Pool (see paragraphs 27 - 37 below);

* 1. An internal candidate who has been recommended for a post covered by a Candidate Pool and who has been endorsed by the CRB as a suitable alternate candidate as of 31 July 2010.

# Candidate Pools and Staff Selection

1. Members of a given Candidate Pool who are available for assignment/reassignment may bid for vacant or anticipated vacant posts in their Pool. Members of each Candidate Pool will be placed in either ‘Tier A’ or ‘Tier B’ of a given Pool, defined as follows:

1. **Candidate Pool Tier A**:

* 1. An internal staff member occupying a rotational post, who is due for reassignment in the next 12 months;

* 1. An internal staff member who, before becoming unassigned as a result of the completion of his/her tour of duty, was occupying a post covered by a Candidate Pool;

* 1. An internal staff member who was a member of a Candidate Pool before going on interagency exchange or Special Leave Without Pay (SLWOP), and who is returning from an inter-agency exchange or from SLWOP;

* 1. LEAD staff in the final year of the LEAD programme, who have passed the corporate assessment and evaluation for a given Candidate Pool;

* 1. A National Officer, approved by a local Advisory Body who has passed the corporate assessment and evaluation for a given Candidate Pool and has met the two-year time-in-post requirements;

1. **Candidate Pool Tier B**: Allother members of the Candidate Pool who are not available for reassignment, including:

* 1. Internal staff members approved by an Advisory Body who have completed less than two years in their current assignment, including UNDP staff members currently on interagency exchange;

* 1. Members of Candidate Pools who have been appointed to a non-rotational post but wish to remain in the Candidate Pools;

* 1. Internal staff members approved by an Advisory Body who are on SLWOP, and are not expected to return to UNDP in the current year;

* 1. Internal staff members approved by an Advisory Body that were due for reassignment but have a management waiver.

# The Annual Demand Forecast

1. In the fourth quarter of each year, the Director, OHR will make a forecast within the context of UNDP’s Strategic Plan of the staffing needs of UNDP (the ‘**demand forecast**’). This forecast will consider corporate staffing requirements in the near-term (12-18 months) and over the longer term (4-5 years). The demand forecast will examine whether each Candidate Pool has a sufficient supply of candidates in terms of competencies, language skills and relevant experience. The forecast will take into account attrition rates, numerical short-falls, functional deficits, and gender and geographical diversity for each Pool. Headquarters Offices as well as Pool posts from the UNDP administered Funds and Programmes (UNV, UNCDF) will be included in the demand forecast.

1. The Director, OHR, in consultation with Bureau’s management, will make recommendations for building and/or replenishing the Candidate Pools. Replenishment targets will serve as priority areas for Bureau’s management following the annual performance management review cycle.

# Selection of Internal Candidates for the Corporate Assessment and Development Programme

1. As part of the annual performance and career development review of staff, the Management of each Bureau will identify internal candidates to be considered for the corporate Assessment and Development programme for the Candidate Pools.

1. In order to be considered for participation in the corporate Assessment and Development programme for posts in a given Candidate Pool, a staff member must meet the minimum eligibility, academic and experience requirements as outlined in the Recruitment and Selection Framework.

1. In nominating candidates for the Assessment and Development programme, Bureau’s management will consider a staff member’s current job performance, relevant technical and managerial competencies, mobility profile, learning plan achievements, and academic and relevant work experience. They will also take into account the staff member’s career interests and preferences.

1. As there is a limit to the number of candidates that can be put forward for the Assessment and Development programme, being nominated by Bureau’s management carries no expectation of being selected for the programme.

1. A staff member will be consulted as to whether he or she wishes to participate in the Assessment and Development programme for a given Candidate Pool and will be put forward only with his or her consent.

1. Staff members who are already in a given Candidate Pool will be consulted each year as to whether they wish to continue in the Candidate Pool. A staff member who wishes to withdraw from a Candidate Pool must inform the Director, OHR, in writing. By choosing to withdraw from a Candidate Pool, the staff member forfeits his/her right to be given a reasonable offer and will be subject to regular competition for future vacancies.

1. In identifying staff members for participation in the Assessment and Development programme, each Bureau’s management will indicate the specific Candidate Pool(s) for which the staff member is being put forward. Bureau’s management may put forward a staff member for more than one Candidate Pool in a particular year.

1. The recommendations of each Bureau’s management for participation in the Assessment and Development programme will be forwarded to the Director, OHR. Assessment costs, including travel of candidates, will be covered by corporate resources.

1. For each Candidate Pool, the Director, OHR, will compile a list of staff members recommended for the Assessment and Development programme. The Director, OHR, may add or delete names on the list of recommended staff members, including staff members returning from inter-agency assignments or SLWOP or LEAD staff. The list of recommended candidates will be forwarded to the **Corporate Panel** for final review and endorsement.

1. The Corporate Panel will be responsible for reviewing and selecting from the list of recommended candidates those staff members who will be assessed for each Candidate Pool. The Corporate Panel will consist of one Deputy Director from each Bureau, and the Director, OHR. It will convene at least once per year for this purpose.

1. Internal candidates in one Candidate Pool who are recommended for corporate assessment and evaluation for another Candidate Pool will be given priority consideration

# The Corporate Assessment and Development Programme

1. A corporate review of proposed candidates for each Pool will be held at least once per year (or more frequently if required) to meet anticipated requirements. There will be a tailored assessment process for each Candidate Pool. When referring to ‘assessment’ for the Candidate Pools it is important to emphasize that OHR/BMS will employ a range of methods designed to evaluate suitability for a given Pool and provide developmental feedback to candidates, both suitable and not suitable for the Pool. As such, an applicant may be deemed not yet ready to join the Candidate Pool

1. Candidates will undergo a holistic assessment and evaluation process to ascertain whether they have the competencies and aptitude to perform the functions expected of the Pool for which they are being considered.

1. Assessment and evaluation techniques and methodologies to evaluate selected candidates for a given Pool may vary with the competencies and the level of proficiency required. There will be three broad principles governing the assessment and evaluation, including **consistency** (the same assessment tools, standards and, to the extent possible, the same assessors for each candidate), **transparency** (that assessment standards and criteria are available to all) and **alignment** (that the assessment is not done in isolation to other human resources tools, but rather aligned to the RCA, feeder Pools, the Competency Framework and the UNDP learning domain).

1. The holistic, consistent, candidate assessment and evaluation process may include (but is not limited to) a combination of the following approaches:

* 1. RCA recommendations, comments and competency assessment;
  2. An evaluation of the candidate’s substantive knowledge, analytical skills and language ability relevant to the requirements for each Pool;
  3. A multi-rater performance evaluation (360◦) designed around the managerial and leadership competencies relevant to each Pool;
  4. A face-to-face behavioral (or competency-based) interview assessing the core and managerial competencies of proposed candidates;
  5. A face-to-face interaction with an organizational consultant who will evaluate aptitude to assume management and leadership roles and who will also provide feedback on the multi-rater assessment;
  6. References from the previous and current supervisors, both internal and external to UNDP.

1. Assessed nominees, based on merit and competence, may be rated in one of two categories in each Candidate Pool:

* 1. Suitable for one or both levels of the posts covered by the Pools;
  2. Not yet ready for entry into the Pools.

1. Assessed nominees falling into the first category will be eligible for placement in the Candidate Pool Tier A or B. As appropriate, they may be given a development and learning programme tailored to meet their development needs with the assistance of OHR/LRC. For candidates found not to be ready for placement in the Candidate Pool, OHR/LRC will articulate their development needs and work with them to ensure the design of individually tailored learning plans.

1. Once the assessment and evaluation process is complete, OHR will synthesize the results and submit recommendations to the Compliance Review Board (CRB) for endorsement, if required.

1. Consistent with the [Rank-](http://content.undp.org/go/prescriptive/Human-Resources---Prescriptive-Content/download/?d_id=2069041&)[in-Post Policy](https://popp.undp.org/node/11406)[,](http://content.undp.org/go/prescriptive/Human-Resources---Prescriptive-Content/download/?d_id=2069041&) it is only upon taking up the higher level post to which he/she was selected through the Candidate Pool, that a staff member will be given that level. The placement of a staff member in a Candidate Pool has no effect on the personal grade of that staff member. Furthermore, placement in a Candidate Pool does not create any expectancy, legal or otherwise, for renewal of appointment or conversion to another type of appointment.

1. All candidates will be informed whether they have been selected for the Candidate Pool and may also be given feedback on their relative strengths and areas requiring further development.

1. In the event that there are more candidates than needed to populate the Pool, the Director of OHR will determine which candidates will be placed in the Pool based on corporate demographics and anticipated business needs. The additional candidates will be placed on a reserve list for future consideration.

1. Staff members who have undergone corporate assessment and evaluation and were deemed not yet ready for entry into the Pools, may be recommended for re-assessment and evaluation for that Candidate Pool after two years.

# Identification of Posts to be included in the Reassignment Compendium

1. Hiring Units will provide a complete list of posts to be filled in the bi-annual reassignment exercise, including those positions encumbered by staff members due for reassignment, as well as those posts expected to become vacant through attrition in the following year. It is the responsibility of Hiring Units to inform, in writing, staff encumbering positions to be included in the bi-annual reassignment exercise.

1. When a vacancy is unanticipated or must be filled on an emergency basis, the hiring Bureau Director may request to fill a post outside of the bi-annual reassignment exercise. All such posts will be circulated electronically to Candidate Pool members.

1. The Director, OHR, through the Director, BMS, will forward the complete list of posts to be filled at the reassignment exercise to the Associate Administrator for approval.

1. The Hiring Unit will be responsible for drafting the post profile in conformity with the UNDP Recruitment and Selection Framework and the UNDP Competency Framework.

# Application for Posts

1. Candidate Pool members shall bid for posts, indicating a reasonable number of posts with preferences indicated (up to 5 posts). Staff members are encouraged to identify at least one inter-Bureau move. Once accepting an offer of assignment, staff are required to honor that acceptance, unless it is in the interests of the Organization to offer an alternative assignment.

1. In bidding for a particular post, the staff member is expected to have given full consideration to the potential impact on mobility, family and other personal and professional considerations and should be ready to take up the post if selected.

# Review and Short-listing of Candidates

1. Hiring Units shall have appropriate access to Candidate Pools for the purpose of reviewing candidates who have bid for posts in their respective Bureau/Office. To assist the Hiring Units in their review, the following information shall be provided by OHR:

* 1. The updated list of members of each Candidate Pool, including those in Candidate Pools Tiers A and B.
  2. The list of Candidate Pools‟ members who are unassigned;
  3. The list of posts designated to be filled from each Candidate Pool;
  4. Results of the corporate assessment and evaluation of candidates from the Candidate

Pools;

* 1. UNDP Personal History Form (P-11) of candidates;
  2. Information provided by candidates regarding interest and experience for certain types of assignments or situations; practice area focus; language and locations, etc;
  3. All other documentation required from the candidates to complete their applications for the posts.

1. In reviewing potential candidates for posts, Hiring Units shall give priority consideration to candidates who are due for reassignment and other corporate priorities, including gender.

1. The Hiring Bureau shall provide to the Director, OHR, a brief, written statement identifying a list of candidates for each post, in the order of preference. The written statement should address the following:

* 1. Post requirements in relation to the background, competency profile and developmental expectations of the proposed candidates;
  2. How the selection of the preferred candidate for a given post will advance UNDP‟s talent needs and corporate priorities.

1. The Director, OHR, through the Director, BMS, will present the written proposals to the Associate Administrator for review prior to the reassignment meeting.

# The Bi-Annual Reassignment Exercise Meetings

1. A Bi-Annual Reassignment Exercise will be conducted twice per year for the purpose of selecting candidates to fill international rotational posts anticipated to become vacant.

1. The Director, OHR, will confirm with the Hiring Bureau Directors those staff members who are due for reassignment or are otherwise available. Staff members due for reassignment will be so notified by OHR.

1. Management may request to delay a staff member’s reassignment. The request must be made in writing to the Director of OHR.

1. The Reassignment Exercise will be conducted through meetings chaired by the Associate Administrator and with the participation of the Bureau Directors and the Director, OHR. OHR/BMS will serve as Secretariat for the meetings. Urgent posts that are advertised outside of the compendia will be reviewed electronically by the Associate Administrator and Bureau Directors. Some positions may also warrant additional oversight and may be reviewed by the Management Group (MG) and the Administrator.

# Selection of Candidates

1. There is no expectation that a member of a Pool will automatically be considered for a higher level post.

1. All candidates of the Tier A of a given Candidate Pool will be given full consideration for the posts for which they have applied and are eligible for. In the event that no suitable candidate is found in Tier A for a given post, Hiring Directors may consider candidates from Tier B, with the principle that staff having completed two years in their current position will be given priority for selection. If staff have not completed two years in their current assignment, and wish to be considered for a particular post, they will require a waiver from the Associate Administrator.

1. In the interests of the Organization, where no other candidate is otherwise found suitable for a particular post, a candidate in Tier A who is due for reassignment may be selected for a post for which he or she has not applied. In such cases, the candidate will be consulted prior to the selection decision becoming final (see reasonable offer).

1. Priority in selection will be given to candidates on the basis of corporate considerations, consistent with Staff Rules and articulated corporate priorities[[4]](#footnote-4).

1. OHR/BMS, may request re-consideration of a staff member who is unassigned. In such cases where the staff member is not selected for a post, the reasons for non-selection must be documented.

1. Following notification to affected staff members, a global announcement will be issued from OHR/BMS providing information on the decisions taken at the meeting.

1. In the event that a reasonable offer of reassignment is made and the staff member does not accept it, the Organization will not initiate any further placement action and, under exceptional circumstances, the staff member may be removed from the Pool.

1. Staff members who will reach their mandatory retirement age before the completion of the expected tour of duty in their next assignment retain their eligibility and may bid for posts. No placements will affect the requirement to retire upon reaching the mandatory retirement age.

# Removal from a Candidate Pool

60. It is a clear expectation that if a staff member undertakes to join a Candidate Pool, then he or she will be willing to serve UNDP in a variety of functions in a variety of locations including, in crisis and post crisis countries, and non-family duty stations. A candidate may be removed from the Candidate Pool in the following circumstances:

1. Separation from UNDP;

1. The staff member has requested in writing that he or she be withdrawn from the

Candidate Pool;

1. Refusal of a reasonable offer[[5]](#footnote-5) without legitimate justification;
2. After having actively competed for compendia positions, failure to be selected for reassignment for two years while in Tier A.

Furthermore, the status of staff members who have been in Tier B for four years or more will be reviewed on a periodic basis.

# Individually Advertised Vacancies

1. Any exceptions to fill a post in a Candidate Pool externally must be requested in writing to the Associate Administrator. If a post is advertised externally, all candidates will be required to meet the assessment and evaluation standards of the given Pool, including using the same assessment methodology, to the extent possible.

1. In the event that a postopen for reassignment was not filled at the reassignment exercise meeting and remains vacant, the position may be individually advertised after the meeting concludes, either internally or both internally and externally.

**Roles and Responsibilities**

# Director OHR/BMS

*Management of the Candidate Pools*

1. The Director, OHR will be responsible for managing UNDP‟s Candidate Pools as part of the UNDP Recruitment and Selection Framework and in furtherance of the UNDP Human Resources Strategy. He/she will ensure that the management of the Pools is integrated with other HR policies and processes, including performance management, the corporate Competency Framework Model, career development, learning and development and recruitment and selection. Specifically, the Director, OHR, will be responsible for:

* 1. Defining the functions and required competencies relevant to each Pool; identifying the posts to be filled from a given Pool; and proposing new Pools, as appropriate;
  2. Managing the size of the Pools, setting caps on the number of candidates in a given Pool based on projections of staffing requirements and adjusting the cap, as necessary;
  3. Developing, recommending and implementing strategies for building and replenishing the Pools to ensure a sufficient supply of available candidates and that Pools are gender balanced and geographically diverse;
  4. Monitoring the movement of candidates between Pools, identifying possible candidates in a given Pool for assessment and evaluation for other Pools, in consultation with senior management
  5. Regularly updating the Pools, adding to or removing names of candidates from the Pools, or to and from Pool categories; updating information on each member of the Pools; annually confirming the consent of candidates to continue as members of the Pools;
  6. Notifying staff members in the Pools in a timely manner when they are due to move; ensuring the compendium of available posts to be filled in the reassignment exercises is accessible to them; and providing guidance on their eligibility for these posts;
  7. Making information available to staff members who may be interested in being considered for a given Pool.

*Corporate Assessment and Evaluation*:

1. The Director, OHR, will be responsible for:

* 1. Organizing and managing at least annually a separate corporate assessment and evaluation of new candidates for each Pool;
  2. Designing, developing and documenting the assessment and evaluation processes and techniques to be used for the candidates in each Pool;
  3. Notifying and briefing the candidates on the corporate assessment and evaluation, including an overview of the applicable assessment and evaluation techniques and methodologies;
  4. Developing a candidate report summarizing the results of the corporate assessment and evaluation, including strengths and areas for development;
  5. Through OHR/LRC, assisting assessed and evaluated candidates with identified development needs to design tailored learning and development programmes to meet these needs, for incorporation into their annual learning plans.

*Bi-Annual Reassignment Exercise:*

1. The Director, OHR, is responsible for:

* 1. Proposing a date and agenda for the meeting for approval by the Associate Administrator, and making other necessary arrangements for the meeting;
  2. Ensuring that all relevant documentation is provided to participants in a timely manner;
  3. Preparing and issuing brief minutes of the meeting, including selection decisions taken;
  4. Ensuring that unassigned staff members are reviewed for posts, as appropriate.

# Associate Administrator

66. The Associate Administrator will provide strategic leadership and direction on behalf of the Organization toward making effective selection decisions at the bi-annual reassignment exercises, in furtherance of UNDP‟s Strategic Plan. Specifically, the Associate Administrator will be responsible for:

1. Leading UNDP senior management in the review of recommendations made by the Director, OHR, for building/replenishing the Pools used for filling posts at the bi-annual reassignment exercises;
2. Approving the list of posts to be filled at the bi-annual reassignment exercises;
3. Chairing the bi-annual reassignment exercise meetings; setting the strategic direction, objectives, and criteria for staff selection decisions at the meeting;
4. Reviewing selection decisions taken at the meeting for approval.

1. Considering requests for waivers for time-in-post of candidates in Tier B who have not completed two years in their current posts.

# Director, BMS

67. The Director, BMS shall ensure effective coordination and integration of this policy with other relevant BMS policies and processes, in furtherance of UNDP’s Strategic Plan and shall be responsible for the corporate monitoring and oversight of the Candidate Pools.

# Hiring Bureau Directors

68. The Hiring Bureau Directors will be responsible for:

1. Reviewing and recommending the names of staff members from the Bureau for participation in the Assessment and Development programme;
2. In preparation for the bi-annual reassignment exercises:
3. Identifying those posts in the Bureau to be filled;

ii) Confirming the names of staff members in the Bureau due for reassignment or otherwise available for posts;

iii) Providing a short-list of candidates, with supporting statements, for each post in the Bureau to be filled at the reassignment meeting;

1. Participating in the bi-annual reassignment exercises;
2. When necessary, requesting a management waiver or presenting a solid business case, as appropriate, for filling a post outside the reassignment exercise; ensuring in such cases that the selected candidate is from the designated Pool.

# Hiring Managers

69. The Hiring Managers will be responsible for:

1. As part of the annual performance and career development review of staff, identifying and recommending candidates to be considered for participation in the Assessment and

Development programme;

1. Ensuring that candidates being recommended for participation in the Assessment and

Development programme have been consulted and have given their consent;

1. Confirming that any skill gaps identified as part of the corporate assessment and evaluation are reflected in the staff member’s annual learning plan.

# Corporate Panel

70. The Corporate Panel (see para. 25 on composition) will provide quality control of UNDP’s Candidate Pools on behalf of UNDP management. Specifically, the Corporate Panel will be responsible for:

* 1. Reviewing and selecting from the list of recommended candidates those staff members who will participate in the Assessment and Development programme for each Pool;
  2. Making the final determination as to which candidates will enter each Pool;

# Bi-Annual Reassignment Exercise

71. The Bi-annual Reassignment Exercise is a corporate mechanism for making staffing decisions, matching pre-qualified candidates with posts, so as to advance UNDP‟s talent needs and other organizational priorities.

# Compliance Review Board (CRB)

72. The Compliance Review Board will review recommendations for placement of candidates in each Pool by the Corporate Panel, to ensure the process of selection and the order of retention was in compliance with corporate policies and procedures.

1. Recruitment and selection of candidates for D-2 posts (with the exception of D-2 Country Director posts) are within the exclusive prerogative of the Administrator. [↑](#footnote-ref-1)
2. However, there may be a few CD posts at the D-2 level. [↑](#footnote-ref-2)
3. Formerly known as the Appointment and Promotions Board [↑](#footnote-ref-3)
4. See e.g. Staff Rule 109(c) regarding unassigned staff members; UNDP gender policy.

   [↑](#footnote-ref-4)
5. A reasonable offer of reassignment is defined as an offer of a post for which the staff member meets the minimum academic and work experience requirements and has the demonstrated competencies as per the competency framework required to perform the position. The post must be classified at a level not less than the staff member’s personal level, or, if it is lower, which may happen in exceptional cases, the staff member’s classification/compensation entitlements will not be affected and his/her personal grade will be retained.

   [↑](#footnote-ref-5)