Selecting staff in an effective, efficient, fair and transparent manner is a critical function that has a significant impact on UNICEF’s ability to deliver results for children. The attached directive sets out the provisions for the selection of staff aiming at placing the right person in the right job in the quickest possible time. This Directive also operationalizes the United Nations staff regulations and rules that took effect on 1 July 2009.
Staff Selection Policy

The UNICEF staff selection process must be effective, efficient, fair and transparent, and allow us to place the right person in the right job in the quickest possible time. This directive sets out the provisions for the selection of staff at UNICEF, implementing recommendations from external and internal reviews, suggestions by Global Staff Association as well as UNICEF Executive Board recommendations, to streamline and simplify the process. This directive also operationalizes the United Nations staff regulations and rules that took effect on 1 July 2009.

Section 1: Definitions

1.1 The following definitions shall apply for the purposes of this directive.

Participants in the selection process

1.2 The main participants in the UNICEF selection process are the hiring unit, Human Resources (HR) unit, Central Review Body and approving authority. Annex 1 provides an overview of the respective responsibilities.

1.3 Hiring unit: The hiring unit is the Division or Office that seeks to fill a position. The hiring unit is normally:

(a) the local office, for positions in a country office and at Headquarters duty stations outside New York;

(b) the regional office, for positions in a regional office;

(c) the respective division, for positions at New York Headquarters.

1.4 HR unit: The HR unit is the unit responsible for managing the human resources-related aspects of the entire selection process. The Division of Human Resources (DHR) assumes this role for the selection process of all posts in the International Professional and above categories, as well as for posts in the General Service category at New York Headquarters. Some of the functions are shared with the respective local human resources (HR) or operations unit at the regional or country office, or the divisional operations manager at Headquarters, as determined by DHR. The local HR or operations unit manages the selection process for posts in country and regional offices.

1.5 Selection panel: The selection panel is responsible for assessing the shortlisted candidates and for deciding on the list of recommended candidates. The selection panel is established by the Division Director or Head of Office (see paragraph 6.9).

1.6 Central Review Body (CRB): Central Review Bodies are responsible for certifying that the selection process complied with the applicable United Nations staff regulations and rules and
followed the procedures stipulated in this directive. Their terms of reference and responsibilities are specified in CF/EXD/2009-009.

1.7 Approving authority: The approving authority is the person who makes the final selection decision, and who may authorise changes to the selection process in accordance with the provisions of this directive. The respective approving authorities are listed in section 8 and summarized in Annex 1.

Sourcing methods

1.8 Vacancy announcements: Sourcing through specific vacancy announcements is the principal sourcing method. In addition to specific vacancy announcements, generic vacancy announcements, which are based on the respective generic job profile, may be issued from time to time in order to build and maintain certain talent groups (see paragraph 1.10 below).

1.9 Headhunting and other targeted search methods: These are methods conducted by UNICEF or external partners, which aim to add particularly qualified candidates to the list of candidates. They usually serve as additional sourcing tools to identify candidates for specific vacancies or talent groups. Headhunting and other targeted search methods are normally not used on their own, but as a supplement to other methods.

1.10 Talent groups: These are databases of internal staff members and external candidates who have undergone a competitive selection and assessment process that was reviewed by a competent Central Review Body. Talent groups are established and maintained by DHR as well as regional and local HR/Operations units in a number of functional areas, at all categories and levels, prioritized on UNICEF’s current and projected staffing requirements, as follows:

(a) Internal staff members will be placed in a talent group when they have applied for a specific post and were recommended but not selected, because another candidate, who was found more suitable, was selected;

(b) External candidates will be placed in talent groups in the same way as internal staff members, as described in (a) above. In addition, other sourcing techniques may be employed to populate talent groups with external talent. These include the periodic issuance of generic vacancy announcements, recruitment campaigns, the New and Emerging Talent Initiative (NETI) and professional networks. Such additional sourcing efforts will be made in close cooperation with the respective functional divisions and technical experts, with the director of the Headquarters division responsible for the respective technical area normally acting as the chair of the selection panel.

The assessment and review process for candidates in talent groups remains valid for a period of two years (see paragraph 8.4 for further details).

Candidates

1.11 Internal candidates: Internal candidates are regular UNICEF staff members with permanent, continuing or fixed-term appointments whose selection or placement to a UNICEF post has been reviewed by a Central Review Body or similar compliance body in the past, and whose employment
on a UNICEF appointment has been continuous since such review. In the spirit of supporting inter-
agency mobility, the hiring unit may request that regular staff members from other United Nations
organizations also be treated as “internal candidates”. Such request must be approved by the
approving authority, prior to issuing the vacancy announcement.

1.12 External candidates: External candidates are candidates other than internal candidates as
defined in paragraph 1.11 above, including UNICEF staff members holding temporary appointments,
consultants and individual contractors, Junior Professional Officers, interns and United Nations
Volunteers.

Section 2: Policy

2.1 In appointing and promoting staff members, UNICEF seeks to secure the highest standards of
efficiency, competence and integrity. UNICEF’s selection principles and sourcing methods are
stipulated in paragraphs 2.6 to 2.8.

2.2 Posts shall normally be filled by means of specific vacancy announcement, subject to the
provisions of section 4 of this directive. While staff members are normally expected to serve a given
time at a duty station (see paragraph 5.2), both internal and external candidates may apply for any post
they deem themselves qualified for, and will be considered as long as they meet the eligibility
requirements (see section 5 for further details).

2.3 Selection panels shall assess the candidates’ relative suitability for the post, and recommend
one or more suitable candidates (see section 6). Central Review Bodies shall review these
recommendations, subject to the provisions of section 7. The Executive Director has delegated the
authority to make the final selection decision on the basis of geographic location, category and
function of the respective post (see section 8 and Annex 1).

2.4 All participants in the selection process share responsibility and accountability for compliance
with UNICEF’s selection criteria and for following the provisions of this directive. The approving
authority, being the final decision maker in the selection process, is ultimately accountable for the
selection decision.

2.5 For the selected candidate, receipt of a letter of appointment shall be subject to certain
preconditions, including, where applicable, medical clearance, government clearance and granting of
required visas (see section 9).

Selection principles

2.6 In keeping with the United Nations Charter, as well as the United Nations staff regulations and
rules, UNICEF, in the selection and employment of its staff, is committed to:

(a) securing the highest standards of efficiency, competence and integrity of its staff,
normally by means of a competitive selection process;

(b) achieving and maintaining gender balance at all levels of the organization;
(c) recruiting staff on as wide a geographic basis as possible, including at senior and policy-making levels;

(d) selecting staff members without distinction as to race, sex or religion, and without discrimination of persons with disabilities;

(e) giving full regard to internal applicants, and recruiting external candidates when the required skills are not available within UNICEF; and

(f) fostering mobility across geographic locations for internationally recruited staff, entailing, inter alia, the fair sharing of work assignments including at hardship, non-family and emergency duty stations.

Sourcing methods

2.7 UNICEF employs a variety of sourcing methods to identify internal and external talent to meet its organizational needs. Sourcing methods are defined in section 1 of this directive and include:

(a) vacancy announcements both for individual positions and generic recruitment campaigns;

(b) identification of external candidates through headhunting or similar processes;

(c) the establishment and maintenance of talent groups consisting of eligible, qualified, assessed, selected and reviewed internal and external candidates.

2.8 These sourcing methods may be combined, subject to the provisions of this directive, in order to maximise the quality of the overall candidate profile in accordance with the selection principles, and to increase the quality and the speed of the selection process.

Section 3: Scope

3.1 This directive applies to the selection process for posts up to and including the level of D-2 that UNICEF plans to fill with staff members on fixed-term or continuing appointments under the United Nations staff rules, subject to the provisions of paragraphs 3.2 and 3.3.

3.2 This directive does not apply to the selection process leading to:

(a) an appointment of staff under emergency provisions1;

(b) an appointment of staff as Junior Professional Officer (see CF/AI/2009-006 on Junior Professional Officers);

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1 An administrative issuance on Recruitment and Staffing in Emergency Situations is forthcoming.
(c) movement of staff under the UNICEF rotation policy\(^2\), except for filling of rotational posts outside of the rotation exercise, for which present directive applies.

3.3 A shorter process applies for the selection process leading to a temporary appointment. Respective provisions are detailed in section 11 of this directive.

3.4 Responsibilities for the selection process vary according to the function and location of the vacant post. The respective units responsible for hiring (hiring units) and for the HR-related aspects of the selection process (HR units), as well as the Central Review Bodies responsible for reviewing of the selection process, and the respective approving authority, are specified in Annex 1 to this directive.

3.5 The selection process does not differ based on the funding source of the post, subject to the provisions of paragraphs 10.3 and 10.4.

**Section 4: Vacancies**

4.1 The hiring unit is responsible for promptly requesting the HR unit to take steps to fill an immediate or anticipated vacancy, certifying that the post (i) is available; (ii) has been classified by DHR or the competent HR unit; (iii) has been approved by the appropriate authority; and (iv) is adequately budgeted.

4.2 In accordance with good management practice, expected vacancies (e.g., due to retirement) should be announced approximately four to six months in advance, so as to enable a seamless transition.

4.3 Posts shall be filled by means of specific vacancy announcement except as provided in paragraph 4.6. Additional sourcing methods (for example, talent groups and/or headhunting) may be utilised concurrently to the vacancy announcement process, provided that application documents of candidates thus sourced are received by the deadline stipulated in the vacancy announcement.

*Vacancy announcement*

4.4 A vacancy announcement should include the evaluation criteria that will be used as a basis for the selection process, including qualifications, skills and competencies required. Wherever possible, generic job profiles should be used as a basis. If no generic job profile is available, a previously classified individual job description may be used unless the functions have changed significantly, in which case the hiring unit must obtain a new classification before requesting the vacancy announcement.

4.5 The HR unit advertises the post concurrently internally and externally\(^3\), normally for at least 14 calendar days, where possible utilising electronic means and other appropriate media. Periods for re-advertisements may be shorter.

\(^2\) See CF/AI/2002-010 on Rotation. A revised administrative issuance on the same topic will be issued in the future.

\(^3\) While vacancies are normally advertised concurrently internally and externally, internal candidates shall be given preference over equally qualified external candidates, as per paragraph 2.6 (e) of this directive. In the case of local recruitment to a post in the General Service category, the hiring unit
Direct selection without a vacancy announcement

4.6 At the request of the hiring unit, the approving authority may request the Deputy Executive Director, Management\(^4\), to exceptionally authorise the filling of a post by means of direct selection from talent groups\(^5\), without prior issuance of a specific vacancy announcement, provided that one or more similar posts at the same level (and, in the case of locally recruited staff, at the same duty station) had been advertised within the past 12 months, thus ensuring that UNICEF staff members had sufficient scope to be considered in UNICEF selection processes. Candidates thus identified will normally have undergone all applicable assessments (including competency-based interviews) and review by a Central Review Body, in accordance with this directive, and may thus be immediately approved for selection as per the provisions of section 8 of this directive.

4.7 The hiring unit shall submit a written note to the approving authority specifying the criteria leading to the recommendation of the respective candidate from the talent group. If more than one candidate was available in the talent group, a comparative assessment shall also be submitted to the approving authority.

Section 5: Eligibility requirements

5.1 Staff members and other candidates may apply for any post for which they deem themselves qualified. Their candidacy will be considered provided they meet the minimum requirements of the post as stipulated in the vacancy announcement.

5.2 In addition to meeting the minimum requirements of the post, current staff members shall normally meet the following conditions:

   (a) a staff member can only apply for a new post at the same duty station after having served at least one year in his/her current post;

   (b) a staff member can only apply for a post at another duty station one year before the end of his/her tour of duty at the current duty station. UNICEF Representatives are normally expected to serve their full tour of duty before they apply for another post.

5.3 If selected, the staff member will be placed at the grade of the level of the post.

5.4 If a staff member applies for a post at a lower grade level than their current level of appointment, he/she will be placed at the grade level of the post at the lower level, at a commensurate salary level, except in certain cases of abolition of post as stipulated in CF/AI/2007-007\(^6\) on Staff on Abolished Posts.

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\(^4\) The application of this provision is subject to periodic review and future changes may be made accordingly.

\(^5\) A precondition for this provision is that the respective talent group has been filled with appropriate candidates already.

\(^6\) An administrative instruction on Separations from Service, which will include provisions for staff on abolished posts, is forthcoming.
5.5 External candidates applying for posts at the Professional and above or the National Professional Officer categories should normally be in possession of an advanced degree from a recognised academic institution (cf. CF/AI/2008-014 on Recognition of Academic Degrees). Exceptions to this provision may be made, in consultation between the hiring unit and the HR unit, as long as the vacancy announcement clearly stipulates the thus-altered minimum academic requirements.

Breaks in service, family relationships, former and retired staff members

5.6 Restrictions regarding mandatory breaks in service, the appointment of family members of UNICEF staff members, as well as the appointment of former and retired United Nations or UNICEF staff members shall be observed, in accordance with CF/AI/2009-005 on Types of Appointment and Categories of Staff.

Section 6: Selection process

Applications

6.1 Applications should be submitted in accordance with the provisions of the vacancy announcement. All applications should include a personal history form, as stipulated in the vacancy announcement. Wherever possible, applications should be submitted electronically.

6.2 Applications submitted after the deadline as stipulated in the vacancy announcement will not be considered.

6.3 At the time of application, candidates, including external candidates, shall submit a copy of their last two performance appraisals.

6.4 Applications shall be submitted to the HR unit, as indicated in the vacancy announcement.

Screening and shortlisting of applications

6.5 The HR unit screens all applications for eligibility requirements, including those of candidates identified through additional sourcing methods (cf. section 5).

6.6 The HR unit prepares a list of all eligible candidates. In addition, the HR unit, in close collaboration with the hiring unit, prepares a shortlist of candidates who appear most qualified from a review of the application documents. The hiring unit further reduces this list to a final shortlist of normally at least three candidates. For this purpose, the hiring unit, in consultation with the HR unit, may arrange one or more assessment exercises, for example written tests, work sample tests, or assessment centres, with the purpose of further screening the shortlist of applicants.

Tests should be reasonably standardised, reliable and valid, and to the extent possible they should be applied in consultation with the respective Headquarters Division and harmonised with tests used by other United Nations agencies at the duty station.
6.7 To the extent possible, shortlists should include qualified women and men from diverse geographical backgrounds.

6.8 The HR unit may add the names of staff members whose post has been abolished to a shortlist even if the staff member did not submit an application for the post, in accordance with CF/AI/2007-007 on Staff on Abolished Posts.

Assessment of shortlisted candidates

6.9 A selection panel shall be established by the Division Director or Head of Office of the hiring unit, in consultation with the HR unit. In the case of recruitments in the General Service category for country offices, the Deputy Representative or Chief of Operations shall establish the selection panel, as the Head of Office is the approving authority in such cases. The selection panel shall consist of the following members with full voting rights:

(a) the Division Director or Head of Office, or a representative designated by him/her, who acts as the chair of the selection panel;

(b) the direct supervisor of the post (who may be the person designated under (a) above);

(c) a subject-matter expert, who can assess the technical expertise and suitability of the candidates (the person designated under (a) or (b) above may act as the subject-matter expert if thus designated by the Division Director or Head of Office);

(d) a representative of the HR unit, or a representative nominated by the HR unit; and

(e) optionally, any other UNICEF or United Nations staff member(s) whose professional expertise is deemed to add value to the selection decision and increase the objectivity of the process.

6.10 The Division Director / Head of Office shall ensure that the composition of the selection panel is gender balanced and that it includes panel members from different geographic backgrounds, to the extent possible.

6.11 Selection panel members may be staff members from other United Nations common system organisations. In exceptional cases, the hiring unit may designate non-United Nations staff members, however, such non-United Nations staff members shall have no voting right in the selection panel.

6.12 The HR unit is responsible for arranging interviews with the candidates in the final shortlist. Interviews should be conducted in a competency-based format and follow the same structure for each candidate. Candidates sourced from a talent group, and who were thus previously interviewed for a

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8 An administrative instruction on Separations from Service, which will include provisions for staff on abolished posts, is forthcoming.
9 The Deputy Representative / Chief of Operations in the case of General Service posts for country offices.
10 Technical assessment as stipulated by former instructions is not anymore required under this directive, as the subject-matter expert on the selection panel will ensure that all recommended candidates possess the technical skills and experience required by the vacancy announcement or job description. However, a technical clearance may still be required for certain functions, pursuant to paragraphs 7.7 and 7.8 of this directive.
similar post at the same level before, should normally not be interviewed again; however, the selection panel may decide to interview such candidates again if it deems it necessary.

6.13 Selection panels may initiate additional assessments, for example written tests or work-sample tests, as well as additional interviews, either for all candidates previously interviewed or for the leading candidate(s) from the previous round of interviews.

6.14 The HR unit is responsible for conducting comprehensive reference checks, including a verification of academic degrees, as well as a check with the most recent employer, for all recommended candidates who are external to UNICEF. Only candidates with satisfactory references, as determined by the selection panel, shall be included in the list of recommended candidates.

Recommendation

6.15 The selection panel shall recommend a list of qualified, ranked candidates, based on the applicable evaluation criteria, and taking into account the application documents, interview performance and, where applicable, additional assessments.

6.16 To the extent possible, recommendations should be reached by consensus. In cases where this is not possible, a recommendation may be reached by majority vote, with the chair of the selection panel having a tie-breaking vote.

6.17 The HR representative on the selection panel is responsible for preparing the written record for approval of the selection panel chair.

6.18 The chair of the selection panel shall ensure that, in making the recommendation, he/she has taken into account UNICEF’s selection principles and goals, especially with regard to the rights of internal candidates, the goals of gender parity, and a wide geographic distribution of staff.

6.19 The chair of the selection panel shall transmit the selection record and recommendation:

(a) to the appropriate Central Review Body, pursuant to CF/EXD/2009-009 and section 7 of this directive, in cases where at least one of the recommended candidates is:

   (i) an external candidate who has not been pre-approved by a competent Central Review Body in the preceding 24 months; or

   (ii) an internal candidate currently serving at a lower grade level than the grade level of the post in hand, except as provided under (b)(ii) below; or

   (iii) an internal candidate currently serving in another category of staff, except as provided under (b)(ii) below.

11 In cases where the Division Director or Head of Office designated a selection panel chair other than him/herself (see paragraph 6.9 (a)), the chair shall submit the selection record and recommendation through his/her Division Director or Head of Office.
(b) directly to the appropriate decision making authority, pursuant to section 8 of this directive, in cases where all recommended candidates are:

(i) internal candidates currently serving at the same or higher grade level as the grade level of the post in hand; or

(ii) internal or external candidates who were approved by a competent Central Review Body in the preceding 24 months for selection to a similar post at the same level as the post in hand.

6.20 In cases where no suitable candidate can be identified following the interviews and, if applicable, additional assessments, the selection panel should document the reasons and inform the HR unit accordingly, and the post should be re-advertised.

Section 7: Review process

Review by the Central Review Body

7.1 Where required, in accordance with paragraph 6.19 of this directive, the appropriate Central Review Body shall review the recommendation for filling a position or a talent group made by the selection panel concerned to ensure that the selection process complied with applicable United Nations staff regulations and rules and with the procedures specified in this directive, pursuant to CF/EXD/2009-009 on Central Review Bodies.

7.2 When the Central Review Body finds that the applicable procedures were followed, it shall forward the recommendation to the competent approving authority, as per section 8 of this directive.

7.3 When the Central Review Body finds that the applicable procedures were not followed, it shall state its reasons and recommend to the approving authority either to:

(a) return the case to the selection panel for re-evaluation; or

(b) cancel the selection process and re-advertise the post or talent group opening.

7.4 In all cases, the recommendations of the Central Review Body shall be given due consideration by the approving authority.

7.5 In addition to the role of the Central Review Body, the Director, DHR, may at any time review whether the selection process complied with the United Nations staff regulations, rules and applicable UNICEF policies. If the selection process was not in compliance, the Director, DHR, may halt any staffing action and order appropriate corrective measures, including the repetition of the process.

7.6 In the case of a selection process leading to the filling of a UNICEF talent group with external candidates, for example by means of generic vacancy announcements, headhunting or similar exercises, recommended candidates that were approved by the Central Review Body shall be placed in the talent group for the respective functional area and level and be informed respectively. However,
names of thus pre-approved candidates should only be forwarded to the competent approving authority for selection decision when recommended for a specific vacant post.

Technical clearance

7.7 The Director, Division of Administration and Management (DFAM), the Director, Supply Division (SD), the Director, Division of Human Resources (DHR) and the Director, Information Technology Solutions and Services Division (ITSSD) may designate a list of posts with certain technical functions in their respective areas that require a new incumbent to be technically cleared by this Director.

7.8 When the post in question is a thus-designated post that requires technical clearance, such technical clearance shall be obtained for all recommended candidates, prior to the final selection decision by the approving authority, thus ensuring that technical clearance is also obtained for candidates who will be added to a talent group.

Section 8: Decision

8.1 Selection decisions shall be taken by the approving authority, as follows:

(a) the Executive Director for posts at the levels of D-1, D-2 and posts of UNICEF Representative / Head of Office;

(b) the Deputy Executive Director, Management, for posts in the International Professional category except for those mentioned under (a) above;

(c) the Director, DHR, for posts in the General Service category at New York Headquarters;

(d) the Regional Director for posts in the National Professional Officer category in the respective region, and General Service category in the Regional Office;

(e) the Head of Office for posts in the General Service category at the respective country office and UNICEF Headquarters duty stations in Brussels, Copenhagen, Florence, Geneva and Tokyo.

8.2 The approving authority shall normally select the highest-ranking candidate from the selection panel’s list of recommended candidates. He/she shall take into account UNICEF’s selection principles, including gender and geographic targets, and give the fullest regard to internal candidates, and may select another person from the list of recommended candidates if this, in his/her opinion, follows UNICEF’s selection principles more appropriately. In such a case, the approving authority should consult the hiring unit and the HR unit, and document the reasons for deviation from the ranking order as part of the selection file.

12 The application of this provision is subject to periodic review and future changes may be made accordingly.
**Talent groups**

8.3 Internal and external candidates that were included in the list of recommended candidates endorsed by a Central Review Body, but not selected for the specific position, shall be placed in a talent group for the respective functional area and level.

8.4 Candidates in talent groups remain active for two years after the first day of the month following the selection decision, or, in the case of external candidates who were included in the talent group following a generic vacancy announcement, headhunting or other targeted search method, for two years after the first day of the month following the Central Review Body’s finding that the applicable procedures were followed, pursuant to paragraph 7.2.

**Communication of selection decision**

8.5 All interviewed candidates shall be informed by the HR unit of the selection decision and, where applicable, their placement in a talent group.

8.6 Interviewed candidates may request informal feedback regarding their performance in the selection process for career development purposes. Such feedback should be requested from the HR unit and will be provided orally, normally either by the chair of the selection panel or the HR representative. The feedback shall be limited to the respective candidate’s performance. It shall not refer to other candidates’ performance or make any comparison between candidates.

**Section 9: Implementation**

9.1 The decision to select a candidate shall be implemented upon its official communication to the individual concerned.

9.2 All persons recruited by UNICEF must demonstrate that they meet the standards required for entry into the organization as well as those established for the position for which they are being considered. Offers of employment are contingent on:

(a) medical clearance by the United Nations Medical Director;

(b) government clearance, where applicable;

(c) granting of visa by the concerned Government, where applicable; and

(d) any other pre-employment conditions or criteria which may be established by UNICEF.

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13 Satisfactory reference checks should be conducted prior to sending the offer letter, as stipulated in paragraph 6.14. When results from these reference checks are still outstanding at the time of sending the offer of employment, they should also be mentioned as a condition to be fulfilled.
9.3 An offer of employment may be made before the above criteria are confirmed. In such case, the candidate shall be informed that the offer can be withdrawn at any time if any of the preconditions for employment are not met.

9.4 Selected staff members shall be released from their current function, and take up their new function, normally no later than two months after the date of the offer. If the selected candidate fails to take up the function within two months for personal reasons or vacates the post within one year, the approving authority may select another candidate from the list endorsed by the Central Review Body with respect to the particular vacancy. If no such candidate is available or suitable, the post should be re-advertised.

9.5 When the selection entails promotion to a higher level, the promotion becomes effective on the first day of the month following the decision, subject to the availability of the post and the assumption of higher-level functions.

9.6 Staff members do not maintain a lien on a specific post. When a staff member was selected for and appointed to a vacant post, the staff member will encumber that post without any right of return to the previous post. This includes appointments where the staff member previously served in another category of staff. However, detail assignments and inter-agency loans and secondments may be excluded from this provision, in accordance with United Nations staff regulations and rules, as well as inter-agency agreements.

Section 10: Exceptions

Executive decisions

10.1 The Executive Director has the authority to reassign a staff member from one post to another, and to appoint staff members in a way that best serves the interests of UNICEF. Staff members have an obligation to accept any assignment by the Executive Director, pursuant to staff regulation 1.2 (c), which provides that “[s]taff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities or offices of the United Nations”.

Lateral reassignment of staff by Division Directors, Regional Directors and Heads of Office

10.2 Division Directors, Regional Directors and Heads of Office have the authority to reassign a staff member from one post to another post within their division, regional office or country office, respectively, if the new post is classified at the same level as the original post, and located at the same duty station. Lateral reassignments of internationally recruited staff members and locally recruited staff members at New York Headquarters require the approval of the Director, DHR. Lateral reassignments of locally recruited staff in country and regional offices require the approval of the Regional Director. Lateral reassignments are implemented by appropriate personnel action.

Co-operation with other United Nations entities and posts funded through special mechanisms

10.3 Occasionally, UNICEF may establish posts or may participate in the establishment of posts that are funded through trust funds or special mechanisms, such as shared funding on an inter-agency
level for the achievement of an inter-agency goal. In support of such inter-agency collaboration, deviations from the policies and procedures established in this directive are authorized. However, the decision making process must remain transparent and fully documented.

10.4 Divisions and offices are encouraged to collaborate with sister agencies in common selection and recruitment efforts, for example shared candidate sourcing activities, recruitment drives, vacancy announcements, assessment exercises and inter-agency interview panels. Provided that the collaborating United Nation entity’s selection policy is broadly similar to UNICEF’s, co-operation may include most steps of the selection process, including recognition of the recommendations of another United Nations entity’s review body pursuant to United Nations staff rule 4.15 or a similar rule of a Specialised Agency. However, for all posts that are funded or co-funded by UNICEF, the final selection decision should normally be made by the UNICEF approving authority as specified in paragraph 8.1 of this directive.

Section 11: Selection process leading to the recruitment of staff on a temporary appointment

11.1 The selection process for temporary appointments, while based on the same general principles as the selection process for fixed-term and continuing appointments, takes into account the temporary nature of the functions to be performed, as well as the need for an expedient process.

11.2 Section 1 (definitions), section 2 (policy, except for references to vacancy announcements, selection panels and Central Review Bodies) section 5 (eligibility requirements), section 8, paragraph 8.1 (decision-making authority), section 9 (implementation, except for references to Central Review Bodies), section 10 (exceptions) and section 12 (final provisions) of this directive also apply to the selection process for temporary appointments. The remaining provisions of this directive are not applicable for the selection process for temporary appointments and are replaced by the provisions of this section.

Job descriptions / terms of reference

11.3 To the extent possible, an existing generic job profile or job description shall be used as a basis for determining the level of the function and for issuing the respective vacancy notice.

11.4 Where no job description exists and no generic job profile applies, the Heads of Office / Division Director shall ensure that detailed terms of reference describing the work to be performed are prepared in advance of the engagement of a staff member with a temporary appointment.

Selection process

11.5 The selection of staff on temporary appointments shall be conducted through a competitive process from a pool of qualified candidates, using transparent and objective assessment methods, so as to ensure the selection of the most appropriate candidate. To the extent possible, direct selection of pre-selected candidates from talent groups should be utilized.

14 There is no mandatory requirement to advertise posts for temporary appointments, as long as the selection process is competitive.
11.6 In order to ensure that all required information is on file, all candidates, including former staff members and retirees, are required to fill out a personal history form.

11.7 The Head of Office / Division Director is responsible for instituting a competitive selection procedure for the engagement of staff on temporary appointments in his/her office/division (for example, desk reviews, interview panels, reference checks). Such procedures shall ensure that a minimum of three qualified candidates are considered for each temporary vacancy.

11.8 A note shall be attached to the recruitment file showing the applicants reviewed and the basis on which the successful candidate has been selected.

11.9 Single source selection: Upon request from the respective Head of Office / Division Director, the Director, DHR, may authorize an exception to the competitive selection process, however only when the former can demonstrate that an exceptional situation prevents a competitive selection process and that a single source selection is the only viable option. Such request, its justification and the authorization by the Director, DHR, shall be documented and attached to the respective recruitment file.

11.10 Reference checks: Reference checks, including a verification of academic degrees, shall be undertaken for all recommended candidates. Only candidates with satisfactory references may be recruited on a temporary appointment.

Decision

11.11 Selection decisions shall be taken by the respective approving authority, as outlined in paragraph 8.1 above, without reference to a Central Review Body.

Breaks in service

11.12 The issuance of a temporary appointment to a former staff member or non-staff personnel of UNICEF or another United Nations common system entity is subject to mandatory breaks in service, which are specified in CF/AI/2009-005 on Categories of Staff and Types of Appointment (see particularly paragraphs 5.2, 5.3 and 8.5 of that instruction).

Section 12: Final provisions

12.1 This directive enters into force immediately.

12.2 The provisions of the UNICEF Human Resources Policy and Procedures Manual and UNICEF administrative instructions listed in paragraph 12.3 shall continue to govern the selection process in respect of applications for vacancies advertised before the date of issuance of this directive.

12.3 Subject to the foregoing, Human Resources Policy and Procedures Manual Chapter 4, as well as administrative instructions CF/AI/1998-013 on Change of Category from the General Service to the International or National Professional, CF/AI/2002-001 on Employment Testing Policy,
CF/EXD/2009-008

CF/AI/2002-007 on Recruitment and Appointment to Local General Service Posts, and CF/AI/2006-009 on Change in Promotion Policy – Abolishment of Time-in-Grade Requirement, are hereby abolished.
## Annex 1: Responsibilities of Hiring Units, HR Units, Central Review Bodies and Approving Authorities

<table>
<thead>
<tr>
<th>Post</th>
<th>New York Headquarters</th>
<th>Region</th>
<th>Country Offices¹</th>
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<tbody>
<tr>
<td></td>
<td>Hiring unit</td>
<td>HR unit</td>
<td>CRB</td>
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<td>D-2</td>
<td>OED</td>
<td>DHR</td>
<td>SSR</td>
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<td>Division</td>
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<td>Division</td>
<td>DHR</td>
<td>NYCRB-P</td>
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</tbody>
</table>

### Abbreviations:

- **CO**: Country Office
- **CRB**: Central Review Body
- **DED**: Deputy Executive Director, Management
- **DHR**: Division of Human Resources, New York Headquarters
- **ED**: Executive Director
- **Local CRB**: Central Review Body at country offices
- **Local HR/Ops unit**: Human resources unit at country office level; if not available, local Operations unit
- **NYCRB-P**: Central Review Body for staff at the level of P-1 to P-5, excluding UNICEF Representatives
- **NYCRB-GS**: Central Review Body for staff at the level of G-1 to G-7, located at New York HQ
- **OED**: Office of the Executive Director
- **Regional CRB**: Central Review Body at regional offices
- **Rep**: UNICEF Representative
- **RO**: Regional Office
- **SSR**: Senior Staff Review group

¹ Including UNICEF Headquarters duty stations in Brussels, Copenhagen, Geneva, Florence and Tokyo.
² The specific division of responsibilities between DHR and the Local HR unit will be advised by DHR, on a case by case basis.
³ Or Consolidated Service Unit, where established.
⁴ Local CRBs may forward cases to the respective Regional CRB for review, in accordance with the provisions of CF/EXD/2009-009 on Central Review Bodies.