

Annex II:**Selection and Reassignment Process for International Rotational Posts****Purpose**

1. This Annex provides guidance on the process for identifying, selecting, developing, and placing candidates in international rotational posts within UNFPA (hereafter referred to as “rotational posts”), and for the reassignment of candidates from one rotational post to another.
2. In order to further strengthen the availability of high quality candidates to fill vacant posts (UNFPA’s “bench strength”), rotational posts may be filled through selection or reassignment of candidates drawn from UNFPA’s Leadership Pool. The Leadership Pool is intended to provide UNFPA with a more agile and proactive means of filling these critical and essential posts using innovative methods to identify and develop internal and external talent, and enhance candidate readiness.

Leadership Pool

3. The Leadership Pool is the pool from which UNFPA may draw candidates to fill rotational posts. The rotational posts filled from the Pool are grouped into different job types. Each job type is composed of a defined group of rotational posts at the same grade level which are normally covered by the same generic job description. The Leadership Pool is composed of candidates who have been approved as ready to perform the functions of rotational posts within one or more of the job types covered by the Leadership Pool.
4. A candidate is normally only eligible for selection or reassignment to rotational posts within the specific job types(s) for which he/she has been approved as ready.

Becoming a Member of the Leadership Pool**Demand forecast**

5. The Director of the Division of Human Resources (DHR) (or designee) may make an annual evaluation within the context of succession planning and UNFPA’s corporate priorities of UNFPA’s future rotational post staffing needs (the “demand forecast”). The demand forecast assesses over the immediate and longer-term whether the Pool has a sufficient supply of candidates in terms of quality and quantity to meet anticipated staffing requirements. The forecast also considers posts due for rotation, forthcoming retirements, normal attrition rates, numerical short-falls, and gender and geographical diversity for each job type within the Pool.

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6. Based on this forecast, the Director of DHR (or designee) will decide on the priority areas for building and/or replenishing the Pool which will determine the scope of the application/nomination process for assessing candidates for Leadership Pool membership during the following year. When carrying out the demand forecast and setting priorities, the Director of DHR (or designee) may consult with the Executive Director and other members of the Executive Committee as necessary.

Application/nomination process for assessment

7. An applicant may become a member of the Leadership Pool through three different avenues:
 - (a) A staff member who encumbers a rotational post and has demonstrated satisfactory performance in that post as documented via UNFPA's performance appraisal system, will automatically be treated as part of the Leadership Pool for consideration for reassignment to other rotational posts of the same job type. In order to be considered for reassignment to posts within an additional job types(s), the staff member would normally have to be found ready following completion of the normal assessment process for that additional job type(s).
 - (b) Periodically, DHR will issue a call for 'Expressions of Interest' for internal and/or external applicants to apply to be considered for participation in the assessment process for one or more job types within the Leadership Pool.
 - (c) Periodically, DHR will arrange a call for nominations from Executive Committee Members for internal and external candidates to be considered for participation in the assessment process for one or more job types within the Leadership Pool.

Call for expressions of interest for assessment

8. Applicants responding to DHR's call for expressions of interest will be requested to complete an updated application indicating the job type(s) for which they wish to be considered.
9. DHR will review the applications and identify those applicants who meet at least the minimum qualifications, experience and competency requirements established for the job type(s) applied for, and who have demonstrated satisfactory performance as documented via formal performance appraisal. Internal applicants who meet the requirements for at least one job type will be forwarded to the relevant Executive Committee member requesting his/her endorsement to be considered for assessment. Executive Committee members must provide written comments providing objective reasons to support their decision to endorse or not endorse the applicant. DHR may opt to conduct some type of pre-assessment for vetted external applicants in order to confirm initial suitability.

Nomination process for assessment

10. EC members will be requested by DHR to act as “talent scouts” by nominating suitable internal staff and external candidates who they consider demonstrate the required readiness to perform the requirements of one or more of the relevant job types. In doing so, Executive Committee members may consult as necessary with managers under their supervision.
11. DHR will contact nominated candidates informing them of their nomination and requesting them to complete an application if interested. In the event they have been nominated for multiple job type(s), they will be asked to indicate which one(s) they wish to be considered for. DHR will vet the applications to ensure applicants meet the minimum qualifications, experience and competency requirements established for at least one job type(s) for which they have agreed to be nominated, and have demonstrated satisfactory performance as documented via formal performance appraisal. DHR may opt to conduct some type of pre-assessment for vetted external applicants in order to confirm initial suitability.

Approval process for assessment

12. DHR will prepare a consolidated applicant short-list and supporting information. The Director of DHR may also add additional staff who meet the relevant requirements to the list, such as staff members returning from inter-organization exchange or special leave, or staff whose posts are due for abolition.
13. As there are a limited number of applicants that can be assessed, being included in the consolidated list carries no expectation or entitlement to be approved for assessment.
14. The Director of DHR (or designee) will be responsible for making the final decision on the applicants from the list who will be selected to go through the assessment process, as well as on the job types(s) for which they will be assessed. In making a decision, the Director of DHR (or designee) may consult with the Deputy Executive Directors (DEDs) as necessary and be guided by (but not limited to) factors such as the profile and performance appraisal history of the applicants, replenishment needs and scarcity of candidates for certain job types, the potential suitability of applicants for multiple job types, as well as diversity considerations.

Assessment process

15. The assessment process for approved candidates will be held as needed and scheduled at appropriate times to meet the anticipated requirements. There will be a tailored assessment process for job types within the Pool. Depending on requirements, not all job types may be included for any given assessment process.
16. The competencies, skillsets and attributes to be assessed and the methodology for reaching a recommendation on the candidates will be clearly defined in advance.

17. The assessment process may include (but is not necessarily limited to) a combination of some or all of the following:
- (a) Group activities and observed team interactions;
 - (b) Competency based interview and/or panel presentation assessing the core and managerial competencies (utilizing both positive and negative indicators) of proposed candidates;
 - (c) Completion and analysis of various psychometric testing and ability tools designed to ascertain preferred working styles;
 - (d) A technical component designed to look at substantive knowledge, analytical skills and writing proficiency in the required working languages;
 - (e) Standardized occupational testing;
 - (f) Review of the candidates performance history including multi-rater feedback;
 - (g) References/ feedback from previous and current supervisors, both internal and external to UNFPA, in particular for external candidates;
 - (h) Interview with an Organizational Psychologist (who will also provide feedback on the multi-rater assessment);
 - (i) Readiness assessment benchmarked against a pre-defined generic job description for each job type.
18. Based on the results of the assessment process, candidates will be rated either as “ready”, “ready with development”, or “not ready as yet” for each of the job types for which they have been assessed. DHR will compile the results and submit recommendations to the Compliance Review Board (CRB) for endorsement.
19. Following this the results will be sent by the Director of DHR (or designee) to the Executive Director (or designee) who will make the final decision on those who will be included in the Pool and for which job types(s). The Executive Director (or designee) may consult with the Deputy Executive Directors (DEDs) and Director of DHR as necessary. Staff members already encumbering a rotational post will automatically be granted membership of the Pool for the relevant job type.
20. Candidates will be eligible for placement in available rotational posts arising in the job type(s) for which they have been approved as ready. They may also be provided with guidance and support for their developmental and learning needs with the assistance of the Learning and Career Management Branch (LCMB).
21. Candidates who were approved only as “ready with development” will be provided with feedback on their developmental needs and may be provided with assistance in designing a learning plan. A determination will be made on a case-by-case basis, depending on the developmental needs identified, of when the candidate can be reconsidered (normally within two years) for inclusion in the Pool for the relevant job type(s) and under what conditions.

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22. Candidates who were found “not ready as yet” for any job types will be provided with feedback and may be given the opportunity to apply to re-take the assessment after an appropriate time (of not less than two years) has passed.

Development of staff members in the Leadership Pool

23. As far as practicable, and in a fair and equitable manner within available resources, DHR will work with UNFPA staff members who have obtained membership of the Leadership Pool to design an individually tailored learning and development plan to enhance staff readiness to take up rotational posts.
24. Strategies to build capacity may include (but are not limited to):
- (a) Specific training/short courses aligned to the delivery of UNFPA’s business needs and in line with the findings of the assessment process;
 - (b) Detail assignments designed to foster exposure to new environments and stretch assignments;
 - (c) Work shadowing assignments (through the detail assignment mechanism) designed to expose pool members to complex organizational settings under the guidance of experienced managers;
 - (d) Targeted language learning;
 - (e) Allocation of a mentor and/or professional coach, selected on the basis of need (organizational, technical, and soft skill development);
 - (f) Participation in a UNFPA or UN system leadership programme;
 - (g) Bridging assignments, especially for staff completing a full tour of duty in a category ‘D’ or ‘E’ duty station
 - (h) Access to an enhanced sabbatical programme focused on the acquisition of skills required to enhance job performance and potential for reassignment.

Removal of membership of the Leadership Pool

25. On the basis of a recommendation from the Director of DHR, the Executive Director may decide to remove a candidate from the Leadership Pool, under the following circumstances:
- (a) The membership of an internal candidate in the Leadership Pool may be discontinued one year after his/her separation from service. With the mutual agreement of both parties, however, the candidate may continue to be treated as an external member of the Pool.
 - (b) Members of the Leadership Pool are expected to serve in a variety of functions and locations including crisis countries and non-family duty stations, and should be ready to take up a post if selected. In the event an offer is made to an external candidate and he/she does not accept, he/she may be removed from the Leadership Pool.

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- (c) Candidates who do not encumber a rotational post may be removed from the Leadership Pool if they will reach their mandatory retirement age before they would be able to complete a two year tour of duty.

 - (d) Candidates who do not already encumber a rotational post will be consulted periodically to determine whether they wish to continue in the Leadership Pool. By choosing to withdraw from the Leadership Pool, the candidate forfeits the opportunity to be considered for selection to a rotational post, unless in the future he/she is reapproved for assessment and found ready for posts in at least one job type.

The membership of Leadership Pool candidates who do not encumber a rotational post will be reviewed annually, and after taking special circumstances into account, a candidate may be removed if he/she: (i) has been a member of the Pool for more than two years and has not been selected for a rotational post; (ii) has received a negative performance assessment rating against one or more of the combined performance ratings after becoming a member of the Pool; or (iii) a disciplinary measure has been imposed on him or her after becoming a member of the Pool.

Placement of Pool candidates in rotational posts

- 26. Rotational posts will normally be filled by the placement of Pool Candidates either as part of the annual rotation exercise, or on an ad-hoc basis outside the rotation exercise.

- 27. On a case by case basis where this is considered to be in the interests of the organization or where it has not been possible to identify a suitable Pool candidate, instead of filling a rotational post with a candidate from the Leadership Pool, the post may be filled utilizing one of the other selection procedures contained in the Policy on Personnel.

Annual Rotation Exercise

- 28. The Annual Rotation exercise conducted each year applies to incumbents of rotational posts due for rotation during the course of the following year.

Steps in Annual Rotation Exercise

Notification of staff due for rotation

- 29. Usually during the first quarter of the year prior to rotation, DHR will identify the staff members due for rotation the following year.

- 30. Subsequently, normally during the second quarter of the year, DHR will notify affected UNFPA directors.

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31. Exceptionally under the conditions described below, directors may request deferment of rotation for a staff member, based on operational necessity, no later than 15 calendar days after DHR sends the notification. DHR may also authorize a shorter deadline in that notification. DHR will inform the staff member and relevant Director whether or not the deferment has been approved.
32. Following this, usually during the third quarter of the year, staff members due for rotation will be notified by DHR.
33. Personal deferments, extensions of such deferments as well as suspension of rotation due to proximity of retirement shall be requested no later than 15 calendar days after DHR sends the notification. DHR may also authorize a shorter deadline in that notification.
34. Deferments for medical reasons or personal deferments based on a demonstrated, immediate emergency may be requested at any time. However, in order not to impede planning for the rotation process, staff members shall ensure such requests are made as soon as is feasible after the incapacity to rotate has become known or apparent. In any event, staff members should ensure that deferments based on medical grounds are requested no later than 15 calendar days after DHR sends the notification to staff informing them they are due for rotation.
35. DHR will inform the staff member and the relevant Director whether or not the deferment has been approved.

Posting of available rotational posts to be filled during Annual Rotation Exercise

36. DHR will normally make available the listing of rotational posts that will be included in the Annual Rotation Exercise during the third quarter of the year prior to rotation.
37. While candidates due for rotation will normally be given priority consideration, other Leadership Pool candidates may also be given the opportunity to indicate interest in being considered to facilitate the filling of the post in the event it is not possible to identify a suitable candidate who is due to rotate.
38. Staff members due for rotation should indicate up to five different post preferences including posts at duty stations with a different ICSC hardship classification and in different regions than the post currently encumbered. When making recommendations, the Rotation Panel will give consideration to staff preferences, however, they may also be reassigned to posts for which they did not indicate a preference.
39. Indications of preference may include a brief explanation of the reasons a staff member believes he/she is particularly qualified or professionally interested. Staff may also indicate “special considerations” such as schooling/family or residence/employment of a spouse at a duty station, however, such considerations do not constitute formal applications for deferment/ suspension of rotation.

Screening and consultation by DHR

40. DHR will screen staff members' indicated preferences to ensure they have been approved for the relevant job types(s).
41. DHR may seek the views and comments of the directors concerned regarding staff members' preferences. Directors shall submit their comments within prescribed deadlines.

Submission to Rotation Panel:

42. Subsequently, DHR should submit to the Rotation Panel (as applicable):
 - (a) Indicated post preferences, and related comments submitted by staff members and relevant directors;
 - (b) Relevant data on staff demographics and organizational priorities compiled as part of the annual demand forecast;
 - (c) Performance records, including multi-rater feedback/assessment;
 - (d) Work histories;
 - (e) Staff profiles;
 - (f) Past conduct;
 - (g) Results of assessment process for relevant job type(s)
 - (h) Past deferments of rotation;
 - (i) Country profiles and context;
 - (j) Living conditions;
 - (k) Any other information it considers important/relevant.

Review and recommendation by the Rotation Panel:

43. The Rotation Panel will usually meet during the fourth quarter of the year prior to reassignment to assist the Executive Director in the reassignment of staff due for rotation.
44. The Rotation Panel will:
 - (a) Review all staff members included in the rotation exercise;
 - (b) Consider the competency proficiency of each staff member included;
 - (c) Consider any "special considerations" indicated by the staff member for a duty station for which the staff member has indicated a preference;
 - (d) Consider the comments and views submitted by directors;
 - (e) Consider posts subject to different hardship classification and in different regions than the post currently encumbered by a staff member;
 - (f) Afford each staff member consideration for reassignment to a suitable rotational post included in the exercise in the job type(s) for which he/she has been approved as ready, subject to ensuring the highest standards of efficiency, competence and integrity;
 - (g) Make appropriate reassignment recommendations to the Executive Director regarding each staff member, reflecting the best interests of UNFPA and paying due

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regard to the importance of diversity in the reassignment of staff and staffing of UNFPA duty stations.

45. The membership of the Rotation Panel will be comprised of:
 - (a) Seven members jointly appointed by the DED (Programme) and DED (Management);
 - (b) The Director of DHR and the Chief of LCMB (or designees).
46. Rotation Panel members must be UNFPA staff who may be serving at any duty station. Members may not include any staff member who is due for rotation.
47. The Rotation Panel shall elect a Chairperson and Deputy Chairperson during the first session of each annual exercise to preside over Panel meetings.
48. The Chief of the Recruitment and Staffing Branch (RSB) of DHR (or designee) will be the Secretary, who will call meetings, and prepare brief meeting minutes, the necessary working papers and the panel report.
49. The Rotation Panel may adopt its own rules of procedure. There is a quorum of five members which must include either the Chairperson or Deputy Chairperson. When voting, the panel shall adopt its recommendations by a simple majority.
50. Under normal circumstances, the Director of DHR, the Chief of LCMB, and the Chief of RSB do not vote. However, in case of a tie, the Director of DHR will cast the deciding vote.
51. The Secretary shall prepare the report for the (Deputy) Chairperson's signature with appropriate recommendations to the Executive Director regarding staff reassignments and other decisions which should normally be submitted during the fourth quarter of the year prior to any reassignment.
52. The Executive Director may impose a deadline for submission of the report. In the event the deadline passes without its submission, the Executive Director may immediately make a decision.

Final decision by the Executive Director:

53. After reviewing the recommendations issued by the Rotation Selection Panel, the Executive Director will make the final decisions on rotation. The Director, DHR, shall be consulted as needed.

Reassignment action

54. Staff members should be reassigned to their new duty stations subject to successful government, medical and similar clearances (as far as possible, reassignment should occur during the third quarter of the year in which the staff member completes his/her tour of duty – with a target of July or August – to take into consideration leave periods and school calendars).
55. Reassigned staff members must report for duty at the new post or duty station. Refusal or failure to do so might otherwise be considered abandonment of post pursuant to Staff Rule 9.3 (see also UNFPA Separation Policy).

Deferment/suspension of rotation

56. The Director of DHR, is delegated the authority to receive, approve and reject requests for deferment or suspension of rotation, unless otherwise indicated. Requests shall be made in writing briefly setting forth the specific reasons why the staff member's reassignment should be deferred/ suspended.
57. In the interest of staff due to rotate, any requests submitted after the relevant deadline should not be subject to review.
58. With the exception of deferment of rotation for medical reasons, deferments or suspension of rotation should not be granted consecutively.
59. No staff member shall request, seek or cause, in person or through another person, any intervention on his/her behalf by the Executive Director, a DED or another senior officer of UNFPA in advance of a decision by the Director, DHR, on deferment or suspension of rotation. This does not apply to deferments based on operational necessity.

Deferment on medical grounds

60. Staff members may request deferment due to their own illness, injury or a public health requirement. Such deferment shall be granted on the basis of a medical certificate or medical report submitted by the staff member which may be forwarded by DHR to the UN Medical Service for review and evaluation. At any time, DHR may require the staff member to undergo a medical examination by the UN Medical Service or a medical practitioner designated by the Medical Service. Medical deferments shall be made until the nature of the illness, injury or public health requirement no longer incapacitate the staff member to rotate (notwithstanding the provisions of Staff Regulation 9.3 and UNFPA's Separation Policy on termination of appointment in cases of incapacitation for further service for reasons of health).

Deferments based on operational necessity

61. Directors may request deferment for a staff member under the following circumstances:
 - (a) To ensure administrative or programmatic continuity at a crucial time and for a critical function as the staff member is performing critical functions and UNFPA operations would be seriously undermined; or
 - (b) In cases where the simultaneous move of several staff would render the office non-operational or seriously dysfunctional.
62. Such deferments shall not exceed one year. Such deferments may be extended only in exceptional circumstances upon written approval by the DED (Management).

Deferment for personal reasons

63. Staff members may apply for deferment for compelling personal reasons related to personal or family needs that would make reassignment inequitable or unduly harsh. The purchase of real estate, general schooling requirements of dependents, obtaining permanent resident status, commencement of a university course, *inter alia*, shall not normally constitute a compelling personal reason. Such deferments shall not exceed one year. Staff members must utilize this time frame to make alternative arrangements.
64. In exceptional cases, upon written approval by the Deputy Executive Director (Management), the Director of DHR may extend a deferment for personal reasons beyond one year until the reason for non-rotation has been resolved. Upon request by the Director of DHR, staff members must prove the existence of the specific personal or family need and demonstrate that they undertook all reasonable means to resolve the situation.

Suspension of rotation because of proximity to retirement age

65. Staff members may apply for suspension if due to the proximity of their age to the date of normal retirement, or in a case where they have applied for early retirement, they would not be able to complete one tour of two years at any duty station.
66. DHR may suspend the rotation of a staff member due to proximity to the age of retirement at its own discretion.

Options in cases of non-placement

67. It may occur that staff members due for rotation, who are not eligible for deferment or suspension, cannot be placed on a suitable post as a result of the rotation exercise. Non-placement may be the result of various circumstances, including a lack of relevant competencies or suitable rotational post. Staff members who fail to be reassigned to a post within the rotation exercise are considered non-placed at the conclusion of their tour of

duty. A number of options, including the following, may apply to non-placed staff members.

- (a) Continued consideration for vacancies - Non-placed staff will continue to be considered for rotational posts in job type(s) for which they have been approved as ready, as and when they become available.
- (b) Continued search for posts - Non-placed staff are obliged to continue applying for other suitable posts as and when they become available.
- (c) Reassignment - Non-placed staff may be reassigned (including for regular tours of duty) to any activity or office of UNFPA (see Staff Regulation 1.2(c)), regardless of the source of funding.
- (d) Short-term reassignment - Non-placed staff members may be reassigned to any activity or office for terms shorter than regular tours of duty in the interest of UNFPA, regardless of the source of funding.
- (e) Short double incumbency - Double incumbency for up to three months may be authorized by the Director of DHR, if circumstances indicate that a staff member's selection for a post is forthcoming or in the interest of UNFPA.
- (f) Continued incumbency of previous post - if the rotational post encumbered by the non-placed staff member was not filled with another staff member due to rotate, the non-placed staff member may be permitted to remain on the post and continue executing the underlying functions.
- (g) Special leave without pay (SLWOP) - A non-placed staff member may request SLWOP for a period of one year, renewable on a case-by-case basis by the Director of DHR.
- (h) Special leave with full pay (SLWFP) for short periods/ sabbatical leave - In exceptional cases, the Director of DHR, may put a non-placed staff member on SLWFP for a short period, during which the non-placed staff member must continue to apply for suitable vacant posts. In exceptional cases sabbatical leave may be granted.
- (i) Inter-agency mobility - Non-placed staff should explore opportunities through inter-agency mobility. UNFPA may assist in securing placement and appointment in participating agencies. Concerned staff should also explore opportunities to serve in UN peacekeeping missions, as this may be a viable, if temporary, alternative.
- (j) Link to performance appraisal - In the context of the rotation exercise, it may become apparent that a staff member encumbering a rotational post cannot be rotated because of a lack of required competencies or unsatisfactory performance. In such cases, these

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issues should be addressed using UNFPA's performance appraisal system. Article IX/Chapter IX of the Staff Regulations/Rules on separation from service as well as the UNFPA PPM, Separation apply.

- (k) Agreed termination - Either the non-placed staff member or Director of DHR may propose an agreed termination of appointment. The terms of the UNFPA Policy on Separation apply.
- (l) Failure of Government to clear staff member - In the event a government fails to clear a staff member for the post to which he/she has been reassigned, the staff member shall be re-included in the group due for rotation.

Filling of rotational posts outside the rotation exercise

- 68. Rotational posts may also be filled on an ad-hoc basis outside the rotation exercise by placement of a candidate drawn from the Leadership Pool.

Listing of available rotational posts to be filled on ad-hoc basis

- 69. When DHR makes available the listing of rotational posts included in the annual rotation exercise, other Pool candidates may be given the opportunity to indicate their interest in being considered to facilitate the filling of the post. The posting will specify that priority is given to staff who are due for rotation.
- 70. Other ad-hoc rotational post vacancies may either be filled directly by placement of a Leadership Pool candidate, or made available as they arise by DHR for indications of interest by Leadership Pool members within a timeframe determined by DHR on a case-by-case basis.
- 71. Before indicating interest in being considered for an ad-hoc rotational post vacancy, potential candidates should ensure they are available to be considered for placement. This includes verifying that they have complied with the requirements of any minimum service period that applies to their current post.
- 72. DHR will screen the candidates who have indicated an interest in being considered to ensure they have been approved for the relevant job type and that they are available for placement (for example, that they have completed any applicable minimum service period). DHR will compile a consolidated list of approved candidates for consideration by the Placement Panel indicating candidates that should be accorded priority (for example due to being due for rotation, unplaced, returning from interagency assignments or due for abolition).

Approval process

73. Recommendations on the placement of Leadership Pool candidates in ad-hoc rotational post vacancies will be made by a Placement Panel consisting of the DEDs, and the Director of DHR, as well as the Director concerned for each post, if applicable.
74. The Chief of RSB will be the Secretary of the Placement Panel, who will call meetings, and prepare brief meeting minutes, the necessary working papers, and the Panel record.
75. DHR will submit the consolidated list of approved candidates together with supporting information to the Placement Panel for review and recommendation to the Executive Director.
76. The Panel will endeavour to reach consensus on its recommendations.
77. The Secretary shall prepare the report summarising the placement recommendations made by the Panel to be submitted to the Executive Director for a decision.
78. After reviewing the recommendations provided by the Rotation Selection Panel, the Executive Director will make the final decision on placement of candidates in ad-hoc rotational posts. The Director, DHR, may be consulted as necessary.