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PROGRAMME IMPLEMENTATION

IMPLEMENTATION OF DECISIONS ADOPTED BY THE GOVERNING COUNCIL AT PREVIOUS SESSIONS

Improvement of the methods and procedures for the recruitment of project professional staff and consultants

Report of the Administrator

Addendum

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INTRODUCTION

1. This Addendum provides the information requested in decision 81/20, operative paragraph 3, on existing rules, procedures and practices of UNDP and the participating and executing agencies for the preparation and updating of rosters of project professional staff and consultants. Moreover, this support paper explores the practices of agencies to determine whether job descriptions for vacancies in UNDP-supported projects "are always made available in due time to all national expert recruitment services, for their review and submission of qualified candidates." (Operative paragraph 3(B), decision 81/20.) It, thus, provides the basis for the suggestions and recommendations contained in DP/1982/10, paras 37-47, for improving the methods and procedures for the recruitment of project professional staff and consultants, ensuring that the best qualified experts are being recruited world-wide for UNDP-supported projects.

2. In order to obtain the required information, the Administrator issued a questionnaire to all participating and executing agencies; direct consultations took place as well. The questionnaire covered the recruitment of long-term professional project personnel (assignments over six months: i.e., "experts"), as well as short-term professional project personnel (assignments under six months duration i.e., "consultants").

3. By following the general progression of the recruitment process the report deals with the two main requirements:

(a) Recruitment services must ensure that the maximum number of qualified candidates are available for any given position through forecasting requirements and by establishing updated and well maintained rosters of candidates, based on broad-based recruitment.

(b) Once projects are approved, recruitment must respond rapidly and effectively to specific vacancies as they occur, either through roster searches or, if necessary, by direct recruitment. Quality, timeliness, universality and cost-effectiveness must be key considerations throughout. Furthermore, the quality of project design and the soundness of a project workplan has an important bearing on all phases of the recruitment process.

4. Professional project personnel constitute by far the largest component in terms of cost in UNDP-supported activities. (Refer to the relevant data contained in the Annual Report of the Administrator for 1981 (DP/1982/).

A. Practices in planning to meet professional project personnel requirements

(i) Forecasting of requirements and updating rosters

5. In order to build up rosters on the basis of a realistic assessment of requirements and to carry out broad-based recruitment in an effective manner, adequate forecasting of expected project personnel needs is needed. Practices in this respect vary considerably among the agencies. Following is a summary of the practices as reported:

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- ECLA: The biennial meeting of the Commission sets ECLA's work programme which allows it to forecast requirements from regular budget funds and from extra budgetary sources both bilateral and multilateral.
- FAO: Forecasting is difficult because of funding insecurity, changing requirements of the recipient countries and the very high variability of recruitment requirements. Lists of vacancies are prepared on a monthly basis. The roster is updated on the basis of some projection of those specializations which occur frequently in the most recent project documents.
- IAEA: No forecasting of expert and consultant requirements for UNDP-supported projects is made at the early stage of the project cycle in view of the fluctuating situation concerning eventual UNDP approval of projects.
- ICAO: Forecasting is carried out permitting early advertisement of project requirements particularly in areas where the roster is weak. The actual response from such generalized advertising is limited to 10-20 per cent of total applications.
- ILO: A computerized "Recruitment Control System" for technical co-operation projects is utilized. It provides information on present and upcoming vacancies and allows the organization to initiate a roster search and, if need be, to initiate outside recruitment at an early stage.
- ITC: A project vacancy list is issued twice a year on the basis of requests received from the project officers which is helpful in building up the roster.
- ITU: No forecasting mechanism is in use at the present time, although a feasibility study is under way with a view to establish such a capacity.
- UNCHS (HABITAT): Forecasts are based on country programmes posts in on-going projects and anticipated requirements in high-priority pipeline projects. However, the building of the roster is not directly related with this forecasting.
- UNCTAD: In view of the nature and duration of UNCTAD projects (mostly short-term), there is no established mechanism to forecast expert and consultant requirements on a systematic basis.
- UNITED NATIONS (DTCD): In accordance with the recommendations of the meeting of the National Recruitment Services, February 1981, the Technical Assistance Recruitment Service (TARS) publishes twice a year a forecast of requirements in the form of a list of posts that have not yet been established but are at a preliminary stage of approval. The data is reviewed with the various operational units and distributed to NRS, offices of the Resident Representatives of UNDP, as well as other

recruitment sources around the world. This approach helps to focus efforts of national recruitment sources on anticipated requirements of UNDP-supported projects and has been useful in building up the roster.

- UNDP/OPE: Does not forecast project personnel requirements since projects are assigned to it on an ad hoc basis. Furthermore, UNDP/OPE recruits primarily consultants.

- UNESCO: Forecasting is only done in terms of identifying requirements in new areas such as renewable energy and high technology. Forecasting is limited since recruitment is based on a response to expressed needs of Member States communicated in the form of approved job descriptions. Any other form of forecasting would not be rapidly obsolete since it would not be based upon such job descriptions.

- UNIDO: No forecasting is done since recruitment action is taken on the basis of approved projects and actual job descriptions. In a number of cases, substantive sections discuss future personnel requirements arising from information at the project formulation stage.

- WHO: No precise forecast for professional project staff requirements in UNDP-supported projects is made. The recruitment of short and long-term professional project personnel for all WHO projects is governed by a single set of rules and procedures. The majority of WHO recruitment is channeled through neither Government nor other national recruitment services. Candidates are recruited through direct negotiations and Government employees are obtained in some cases with the concurrence of their national authorities. The roster is built up by the Personnel unit at headquarters and is made available to the Regional Offices and substantive divisions as required. It is established from the following sources: (i) staff members of WHO interested in re-assignment; (ii) individuals who have applied directly to WHO;

(iii) candidates emerging from professional meetings; (iv) candidates recommended by member Governments; (v) candidates recommended by institutions, universities, hospitals, research institutes and professional societies; (vi) candidates who have replied to advertisements in professional journals. Thus the roster is not affected by requirements emerging from project planning.

- WIPO: The limited number of recruitments does not justify an institutional forecasting system.

- WMO: No forecasting mechanism is used.

- WTO: No formal mechanism has been established, although expert and consultant requirements are taken into consideration while building up the roster.

(ii) Circulation of standard job descriptions

6. An important early recruitment tool resulting from forecasting, which could be used to obtain applications as a means to update the roster, would be the circulation of standard or typical job descriptions for the main occupational categories within the areas of competence of agencies. The responses of agencies to such a procedure varied, as revealed by this summary:

- ECLA: Job descriptions are circulated only after a post has been established and the recruitment process initiated.
- FAO: Standardized job descriptions are only issued if special programme requirements or new fields of expertise require such an approach; in these cases advertisement in professional journals is utilized.
- IAEA: No standardized job descriptions are circulated.
- ICAO: Summaries of typical functions for project personnel are issued in the various fields and are provided to NRS for distribution within the public and private sectors of the national aviation industries.
- ILO: Some standard job descriptions are issued and circulated to various recruitment services with a view to attract candidates for specific, current vacancies, as well as for inclusion in the roster for future needs.
- ITC: A project vacancy list containing job descriptions is sent to all NRS, missions accredited to United Nations office at Geneva and all ITC staff.
- ITU: Job descriptions are established only on the basis of a definite request to fill a vacancy and are circulated to the member administrations of ITU which are the principal source of recruitment. In accordance with ITU's mandate, these specific job descriptions are circulated and resulting applications are included in the roster.
- UNCHS (HABITAT) Existing job descriptions generally serve the purpose of typical examples that are circulated to outside sources of recruitment.
- UNCTAD: Standardized job descriptions are circulated.
- UN/DTCD: Has issued a set of standard job descriptions which represent the profile of candidates for every category of occupational skills and specializations within its area of competence. These standard job descriptions have been distributed to all recruitment sources in order to assist them in finding suitable candidates in the light of periodic forecasts for manpower requirements.

- UNDP/OPE: No typical job descriptions are issued.
- UNESCO: No standardized job descriptions are prepared, since UNESCO acts only on the basis of approved job descriptions.
- UNIDO: No standard job descriptions are issued.
- UPU: Only specific job descriptions are circulated to postal administrations of the UPU.
- WHO: Job descriptions are not distributed outside the organization.
- WIPO: Announcements are issued to invite candidates for inclusion in the roster when special requirements are forecasted.
- WMO: No circulation of standard job descriptions is carried out.
- WTO: Efforts are made to obtain information on available expertise without sending out job descriptions.

(iii) Involvement of recruitment services in project design

7. The involvement of recruitment services in project design would appear to be of considerable importance in order to facilitate the efficient implementation of projects. Most recruitment services in agencies are informed in a general way of the expert and consultant requirements at the formulation stage of projects; they are informed of actual requirements only after the project has been approved. The recruitment services start their involvement on the basis of job descriptions, which are usually prepared by the technical units and which are approved and certified by the Government. Recruitment services have an opportunity to review expert and consultant requirements emerging from the work-plans of projects which are normally prepared only when the project has been approved.

8. Some agencies ensure that the technical co-operation units are informed by the recruitment services of the lead-time required for the recruitment of professional project personnel identified in the project document.

9. Concerning the involvement of the recruitment services in project design, the following responses were obtained:

- ECLA: No involvement of the recruitment service.
- FAO: The recruitment services are closely involved in the design process because the staff responsible for the project as well as for personnel action operate in the same units. Because FAO uses de-centralized operational support units, with personnel staff outposted to these units, there is close co-operation and contact between operations staff and specialized recruitment staff.

- IAEA: Consultations take place between technical and area officers and the recruitment service which provides information on required lead-time and availability of expertise.
- ICAO: The recruitment service provides information on the time required for the location and recruitment of candidates and provides standard job descriptions from the "Directory of Occupational Classifications and Job Descriptions for ICAO Technical Assistance Field Personnel". This assists the operations sections to identify appropriate functions and prerequisites for post objectives in internationally accepted terminologies.
- ILO: The recruitment service is not involved in the project design process.
- ITC: The recruitment service is not involved.
- ITU: Measures to improve consultation in the project design stage are being initiated.
- UNCHS (HABITAT): The recruitment service is not directly involved in project design and lead-time for recruitment is often insufficient.
- UNCTAD: No involvement of the recruitment service in project decision.
- UN/DTCD: The project documents are formulated in the field by technical advisors in consultation with the Government and UNDP, and the recruitment service is not directly involved.
- UNDP/OPE: Seldom recruits individual project professional staff. The Division of Personnel is responsible for recruitment when it occurs; it is not involved in project design.
- UNESCO: The recruitment service is not involved in the design process and, accordingly, this often leads to unrealistic forecasts for implementation.
- UPU: The recruitment service is involved in project budget formulation which enables it to ensure the proper determination of recruitment time needed.
- WHO: No initial involvement of recruitment services in project design takes place. Nonetheless, regional recruitment services respond upon specific requests from programme managers.
- WIPO: Recruitment actions are taken by the project officers who are also responsible for recruitment.
- WMO: Recruitment actions are taken by the project officers who are also responsible for recruitment.

- WTO: Project design is done by the Technical Co-operation unit without the involvement of the recruitment service.

B. Establishment and maintenance of rosters

10. Although the practices of agencies vary, in general a common roster is utilized both for short-term assignments (consultants) and for the long-term project personnel (experts). In the common roster, candidates for consultancies can be identified separately through an appropriate indication of interest in this regard. In several organizations, the various technical and operational units operate small rosters of consultants in addition to the central roster.

(i) Description of rosters (quantitative dimensions)

11. Table 1 below provides a quantitative description of the composition of rosters in UN organisations. This table reveals that the larger Agencies operate rosters of up to 27,000 names (UNESCO) with a capacity of adding over 5,000 names each year. Rosters are used not only for the recruitment of technical co-operation personnel, but also for other type of personnel needed by the Agencies.

Table 1

Quantitative description of rosters

| <u>Agency</u> | <u>Figures and Explanations</u> |
|---------------|---|
| ECLA | Approximately 800 names in all |
| FAO | 16,300 names: 5,500 additions and 4,300 deletions per year. |
| IAEA | 2,500 specialist files of which 1,800 have already carried out an assignment. Additions and deletions are done on an <u>ad hoc</u> basis. |
| ICAO | 3,500 names: 500 additions and 350 deletions each year. |
| ILO | 5,800 candidates on the computer roster: 1,500 additions, 600 deletions and 1,500 records updated annually. |
| ITU | 2,500 names: additions are made throughout the year; files are removed to the archives after two years if no interest expressed by candidate. |
| ITC | 2,200 names: additions 300-450 per year; deletions more than 60 per year. |

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|-----------------|---|
| UNCHS (HABITAT) | Over 900 names: over 650 new applications are processed each year; so far, no deletions. |
| UNCTAD | 1,400 experts: 260 candidates added in 1981; 208 reviewed for deletion at end 1981, with estimated deletion about 175. |
| UN/DTC | 11,373 names in 53 occupational fields; about 2,400 candidatures are added or deleted each year. |
| UNDP/OPE | 1,000 consultants |
| UNESCO | 27,000 maximum roster capacity candidatures: 5,000 added and deleted each year; some technical units maintain their own consultant rosters. |
| UNIDO | Total 12,225 up to end October 1981 (9,929 for technical co-operation and 2,296 for secretariat posts); added about 1,400 to technical co-operation roster and 250 to secretariat roster last year; deleted about 2,000 from technical co-operation roster. |
| UPU | 360 applicants at 16 November 1981; 7 added each year. |
| WHO | 3,500 for assignments over one year; 5,500 for consultant assignments; 4,400 for both long and short-term assignments; 800 candidatures added each year for long-term assignments and 1,200 for consultants; an equal number of candidates are deleted each year. |
| WIPO | 300 candidates. 40 added each year, deletions on an <u>ad hoc</u> basis. |
| WMO | 800 experts: 30 per cent are changed each year. |
| WTO | 700 names: 50 additions and 10 deletions each year annually. |

(ii) Criteria for inclusion in the roster

12. Inclusion of a candidate in the roster may depend upon the supply in certain occupational groups as well as the expected recruitment requirements in this field.

13. Usually, all applications are reviewed by the technical co-operation services of agencies in accordance with established procedures. Preliminary evaluations are made by recruitment services in accordance with criteria of age, acquired experience, educational background and other related criteria. Although criteria may vary in detail between agencies, in general, there is a similarity of criteria in use by all agencies. The following criteria are used by most Agencies in screening applications for inclusion in the roster:

- a. Professional qualifications;
- b. Educational background;
- c. Knowledge of working language;
- d. Experience of at least five years in the field of specialization;
- e. Age;
- f. Personal characteristics as required in technical co-operation;
- g. Requirements of occupational categories based upon projections; and
- h. In some cases, endorsement by governmental bodies from which they are recruited.

(iii) Occupational classification of rosters

14. Each agency uses its own set of descriptors (a controlled terminology) representing the specializations, skills and experience required. These descriptors appear to meet the requirement of agencies better than any existing standard classifications of occupations.

(iv) Developed and developing country nationals

15. The information provided by agencies reveals that percentages of nationals in the roster are weighted in favour of developed countries, although some of the agencies have achieved close to parity between the two groups of countries.

TABLE 2

PERCENTAGE DEVELOPED AND DEVELOPING COUNTRY NATIONALS IN THE ROSTERS

| <u>Agency</u> | <u>Developed country</u> | <u>Developing country</u> |
|-----------------|------------------------------------|---------------------------|
| FAO | 52 | 48 |
| IAEA | 75 | 25 |
| ICAO | 75 | 25 |
| ILO | 70 | 30 |
| ITU | 65 | 35 |
| ITC | 60 | 40 |
| UNCHS (HABITAT) | 60 | 40 |
| UNCTAD | 60 | 40 |
| UN/DTCD | 66 | 34 |
| UNDP/OPE | 80 | 20 |
| UNESCO | 54 | 46 |
| UNIDO | 65 | 35 |
| UPU | 51 | 49 |
| WHO | 60 | 40 |
| WIPO | No figures available ^{a/} | |
| WTO | 77 | 23 |

^{a/} See further information on WIPO in paragraph 16.

(v) General Information on Adequate Representation of Countries in the Roster

- FAO: A number of countries are not adequately represented but steps are being taken to correct the situation.
- IAEA: Those countries not represented are only those which do not have the capacity to spare expertise for the Agency's field of activity.
- ICAO: With few exceptions, countries in Africa and South-East Asia are represented; Western European countries with the exception of France are represented, as are most Eastern European countries.
- ILO: Thirty-two countries not represented most of which are LDCs.
- ITU: In view of high specialization, a number of countries are not represented.
- ITC: Countries in Latin America, Africa and Eastern Europe are represented.
- UNCHS (HABITAT): Countries in Western Asia (Pacific and China) are represented.
- UNCTAD: Fifty countries are inadequately represented. Albania, Bahamas, Bahrain, Barbados, Bhutan, Botswana, Byelorussian Soviet Socialist Republic, Cape Verde, Chad, Comoros, Congo, Cyprus, Democratic Republic of Korea, Democratic Yemen, Djibouti, Dominica, Equatorial Guinea, Gabon, German Democratic Republic, Guinea-Bissau, Iceland, Indonesia, Japan, Kuwait, Lao People's Democratic Republic, Libyan Arab Jamahiriya, Luxembourg, Malawi, Maldives, Malta, Mauritania, Mongolia, Mozambique, Oman, Papua New Guinea, Paraguay, Qatar, Republic of Korea, Rwanda, Salomon Islands, Samoa, Sao Tome and Principe, Saudi Arabia, Somalia, Suriname, Swaziland, Tonga, Ukrainian Soviet Socialist Republic, United Arab Emirates and Yemen.
- UN/DTCO: A number of countries are not adequately represented.
- UNESCO: Only four countries are not represented in the roster; Albania, Maldives, Sao Tome and Tonga.
- UNIDO: Benin, Cameroon, Chad, China, Congo, Cuba, Gambia, Guinea, Honduras, Iceland, Indonesia, Ivory Coast, Korea Dem. People's Republic, Luxembourg, Malaysia, Nicaragua, Nigeria, Saudi Arabia, Singapore, South Africa, Swaziland, Togo, Upper Volta, Vietnam, Yemen, and Zambia.
- UNDP/OPE: There are some countries which are not adequately represented.
- UPU: Of the 164 UPU member countries, 58 are not represented.
- WHO: This is the only agency which applies the concept of geographic representation equally both to regular staff members and to technical co-operation personnel. While some countries may not be adequately

represented on the roster, it may, nevertheless, be within range of adequate geographic representation as far as appointed staff is concerned.

- WIPO: Due to the very specialized nature of the roster (which essentially includes specialists in patent classification, searching and examination, patent administration and patent information and documentation), it is mainly composed of candidates from industrialized countries.
- WMO: Seventy countries are represented in the roster.
- WTO: Certain regions, particularly developing ones such as Africa, are not yet adequately represented in the roster.

16. The listing below provides a general overview of countries which are not adequately represented in the rosters of agencies. Several factors influence the geographic distribution of experts and consultants, including the required qualifications for a project post, the availability of qualified personnel in a country, preferences of the country where the project is located and the internal procedures of agencies in the submission of candidates.

(vi) Difficult professions

17. In general, agencies do not report any major difficulties in obtaining applications for all professional occupations within their area of competence. Some difficulties are reported in high-technology fields or whenever special cultural or language requirements are needed on top of professional qualifications. The situation is summarized in Table 3 below.

Table 3

Difficult Professions for Inclusion in Rosters

| <u>Agency</u> | <u>Comments</u> |
|---------------|--|
| FAO | Most fields are adequately covered although difficulties may arise with regard to language requirements and working experience in specific agro-climatical zones. |
| IAEA | In some fast-changing technological fields, gaps may exist. The main difficulty is the unavailability at given times of specialists included in the roster. |
| ICAO | Air transport econmists; mechanical and electrical airport engineers. |
| ILO | Socio-economic evaluation of labour intensive public works programmes (French); agricultural tool engineering (rural technical hand tools and equipment for animal-drawn agriculture) (English/French); construction project management and training (English); transport management training (railroads) (English); rattan and bamboo product design (English/French); blacksmith and welding (French); vocational training in heating, refrigeration, airconditioning (French); vocational training in instruments, metrology, measuring and precision instruments (English/French), /... |

trainer of trainers in secretarial work and office organization, trainer of trainers in accounting, and bookkeeping, involving EDP vocational training methodology, etc.

| | |
|-----------------|--|
| ITU | In some very new technology fields shortages might occur. |
| ITC | Professions are adequately represented. |
| UNCHS (HABITAT) | High-level housing finance institutions specialists. |
| UNCTAD | Maritime field - shipping operations, ports management, post operations, etc.; regional economic integration and co-operation; transfer of technology; trade with socialist countries; shipping; ports; insurance; facilitation of trade procedures; and technical co-operation. |
| UN/DTC | Shortages exist in only new fields such as new and renewable sources of energy. |
| UNDP/OPE | No shortages. |
| UNESCO | Fields of high technology, renewable sources of energy, computer sciences. |
| UNIDO | (To be added information contained in UNIDO's Annex not received). |
| UPU | No shortages. |
| WHO | The only shortages may occur because of the need to ensure both geographic representation as well as professional qualifications. |
| WIPO | No shortages. |
| WMO | All fields are adequately represented. |
| WTO | Continuous efforts are being made to strengthen the various technical fields to ensure adequate availability of experts and consultants. |

(vii) Practices in updating the interest and availability of candidates

18. Most agencies undertake periodic reviews of their rosters. Circular letters are sent to candidates to ascertain their continuing interest in remaining on the roster. In most agencies, this process is carried out every two years, or whenever a candidate has been placed on a "short list" for a vacant project post. If no information is received about the continuing interest of an application, the name is removed from the roster after two years. ILO issues selected printouts by nationality for National Recruitment Services and local agency offices in order to allow them to check periodically on the status of applications within their jurisdiction.

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19. A further mechanism to strengthen and update rosters is the use of recruitment missions. Practice in this respect varies considerably between agencies. In some cases, periodic recruitment missions are carried out by headquarters personnel officers. Furthermore, in some agencies, representatives in the field may have a mandate to seek potential applicants for inclusion in rosters, although this is not a widespread practice.

20. Some agencies are reluctant to undertake broad-based recruitment missions to build up the roster. They prefer to act on the basis of specific vacancies and approved project post descriptions, since their experience shows that recruitment missions without a specific recruitment objective may be counter-productive because they could frustrate recruitment sources and interested candidates.

21. Only the United Nations has outposted recruitment officers (in Europe) to which UNIDO also has access. They conduct interviews for the recruitment of experts and consultants. Moreover, the United Nations outposts regional representatives which conduct interviews worldwide.

C. Search for, screening and evaluation of project personnel

(i) Active recruitment phase

22. The active recruitment phase and search begins usually when a project is close to approval and the relevant job description has been certified by the Government. While some preliminary contacts may have been made before approval of the project document, in order to ascertain general interest by eventual candidates, actual recruitment actions, including the offer of a contract, usually takes place only after the agency is permitted to incur financial expenditures. The time available for this active phase of recruitment is usually very limited. Table 4 provides information about available lead-time (time foreseen in the project document for the placement of an expert and consultant and time when the recruitment action can begin).

Table 4

Average Recruitment lead-time

| <u>Agency</u> | <u>Lead-time</u> |
|---------------|--|
| ECLA | Average 3 months |
| FAO | Ranges from 2 to 6 months; the average has been reduced to just under 4 months |
| IAEA | 3 months |
| ICAO | Normally at least 6 months, although recently less time was available |
| ILO | Insufficient |

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|-----------------|--|
| ITU | Normally 6 months which is inadequate since Government clearance requires more than 6 weeks |
| ITC | On approval stage initiates prospection of suitable candidates. After identification of candidates, 6 weeks are needed |
| UNCHS (HABITAT) | Active recruitment is initiated when the expert is required |
| UNCTAD | Average is between 2 weeks and 3 months |
| UN/DTCD | TARS initiates recruitment upon receipt of a recruitment request from the geographic branch; average has now been reduced to just under 4 months |
| UNDP/OPE | Does not recruit experts; for consultants about 2 weeks |
| UNESCO | Average, 4 to 6 weeks |
| UNIDO | Average 4 to 5 months (range from 1 month or in some difficult cases up to 1 year) |
| UPU | Usually 2 to 3 months, although in certain cases, less than 1 month |
| WHO | Varies from project to project, but approximately 6 months |
| WIPO | Delays in the project approval procedure result in considerable time constraints for actual recruitment |

(ii) Job descriptions rosters and active recruitment

23. Job descriptions form the basis for active recruitment. They are usually prepared through consultations between the Government and agency personnel responsible for technical co-operation projects and in collaboration with UNDP field offices. Job descriptions are normally reviewed by the competent technical services in the agencies.

24. Once a job description has been prepared, cleared by the agency and approved by the Government, active recruitment is initiated. It is at this point that an agency has the choice of either using the roster or of going to outside sources of recruitment. In view of the limited lead-time available, as indicated in Table 4, it is not usually possible for agencies to undertake a broad-based search, although several agencies are mandated by their governing bodies to circulate job descriptions for vacancies to national recruitment sources at this active stage of recruitment. On the whole, agencies rely first upon their rosters, which normally should be in a position to meet most project vacancies. This seems an appropriate practice in view of the effort used to build up rosters and the need for a rapid response by recruitment services, as well as the requirement of agencies to ensure a broadly-based recruitment process which should already be built into the composition of the roster.

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25. The smaller, highly technical agencies seem to have a greater opportunity for contacting their national recruitment sources or individual candidates since the names of available individuals are usually known to these organizations.

D. Institutional arrangements in developing countries

26. Agencies utilize a variety of institutional arrangements to facilitate the identification of experts in developing countries. In a number of countries, agencies have direct contact with prospective candidates through agency representatives.

27. UNESCO has a list of 900 established sources for providing candidacies, including National Commissions, various national recruitment sources, universities, specialized institutions, selective non-governmental organizations, Resident Representatives of UNDP, UNESCO Regional Offices, as well as UNESCO staff working in the country of the project.

28. Except for the United Nations, direct contacts with National Recruitment Services (NRS) are limited. Most agencies rely on their regular working contacts with ministries and other governmental units in order to identify potential applications. The United Nations receives considerable support from NRS in several countries around the world; the most active ones are found in Europe (East and West) and North America. More recently, NRS have been established in a number of other countries notably in Asia and Latin America. Assistance is provided in the establishment and strengthening of NRS through the TARS Regional Representatives in Kuala Lumpur, Nairobi and Lima. UNDP and UN/DTCD sponsor training programmes for NRS staff with the financial help of the Netherlands. Furthermore, the Spanish NRS have offered to provide information on the establishment of NRS to Spanish-speaking Latin American countries.^{2/}

29. Governing Council decision 79/48 introduced the policy in favor of utilizing nationally recruited professional project staff. This has required that consideration be given as to the most effective manner of identifying qualified national expertise. Since this policy is relatively new, agencies have not yet introduced appropriate institutional arrangements to assist Governments in identifying such national expertise. Furthermore, agencies in general have not been asked by Governments to provide support to strengthen their capacity for identifying qualified nationals to work in development projects. In the future, this may take the form of establishing "national skills data banks".^{3/}

^{2/} See Final Report on the Meeting of National Recruitment Services Geneva, 23-27 February 1981.

^{3/} See DP/443 para. 118(a) on which the General Assembly took action in its resolution 35/80. A much greater effort is required in order to ensure adequate progress in making the best possible use of all national resources available within a country, as well as of nationals residing abroad.

- WTO: Does not circulate job descriptions since available expertise is well known to the Agency.
- UPU: Only postal administrations of UPU member countries receive job descriptions for vacancies.

F. Initial screening and evaluation

35. In addition to seeking applications for specific vacancies, agencies receive numerous general applications which undergo initial screening and evaluation in the nomination process for specific vacancies, as well as for inclusion in the roster of the organization. Among the elements utilized by agencies in this process are: (i) review of the curriculum vitae; (ii) list of publications issued by the individual; (iii) professional standing in the professional and scientific community; and (iv) performance on prior assignment, particularly for the United Nations.

36. Preliminary screening of candidates is generally done by the recruitment services and external relations units with a subsequent technical evaluation by the substantive and technical departments, as well as the Chief Technical Advisors of agencies in the field. The main criteria used in the screening and evaluation process are usually derived from the job descriptions.

37. In some cases, agencies follow up on the references provided by the candidate on the Personal History form. Because of financial constraints, only a limited number of interviews are arranged with candidates in the field or at headquarters. There appears to be proportionately a smaller number of interviews in developing countries.^{4/}

38. Final review and selection of candidates is always made by agency headquarters. In general, recruitment services are expected to produce viable short lists of qualified candidates from the agency rosters or active outside recruitment. That short list is then evaluated by the operations staff in order to establish a ranking and to eliminate marginal candidates.

39. Furthermore, all candidates must undergo a thorough medical examination; for short term assignments, a more cursory medical examination is carried out. Certification of credentials is required. Agencies, in some cases, seek information to establish compatible levels of remuneration and allowances in relation to previous employment and other internationally recruited personnel for similar assignments (including development organizations outside the system). All candidates must be officially cleared by the Government of the country in which the project is located before a contract offer can be made to an individual.

^{4/} See TARS report February 1981 Recommendation No.1.44.

40. In order to evaluate candidates, agencies have established different institutional arrangements as well as procedures and criteria which are laid down in official instructions. In some agencies, applications are reviewed by the staff responsible for technical co-operation projects and a short list of the three to four best qualified candidates is drawn up for submission to the Government. Whenever more than one candidate is submitted, no two of the same nationality are provided. In general, wide geographic distribution is sought.

41. In most organizations, a final internal review is made by the head of the substantive unit whose decision usually determines which nominations are submitted to the Government.

G. Clearance, submission and appointment of professional project personnel

42. For certain nationalities clearance by their own Governments is required before they can be considered for a post in the United Nations system. Applications from certain nationalities are routed through respective national authorities. WMO usually consults the Permanent Representative of the national's country in order to confirm suitability and availability. UNESCO ensures participation of Member States in the recruitment process by informing them of candidatures of nationals and by inviting them to comment on specific candidates. Some of the other more highly specialized, smaller agencies seek sponsorship of candidates by the counterpart technical administrations in order to establish their suitability for a field assignment. Where applicable, use of the NRS is made as well at this stage in the recruitment process.

43. Practices with respect to the number of candidates submitted for each post are presented in the listing below.

- ECLA: A minimum of three candidates.
- FAO: One candidate but if a Government expresses a wish for more candidates, they are provided.
- IAEA: All candidates considered suitable, who have expressed interest, are submitted. Very often only one candidate meets all requirements.
- ICAO: A minimum of four candidates, preferably of different nationalities.
- ILO: Normally submits only one candidate for each post. In some cases, additional candidates are submitted.
- ITU: At least three candidates, more if possible. For some posts, only fewer names can be submitted.
- ITC: Normally, two to three candidates.

- UNCHS (HABITAT): A minimum of three, which is not always possible.
- UNCTAD: The aim is five for each post but at least two are submitted.
- UN/DTCO: A total of five candidates is submitted for each post, although this is not always possible for all occupational fields; time pressure affects the size of the panel of candidates.
- UNDP/OPE: No firm policy, normally three to four candidates for consultancies.
- UNESCO: At least three candidates from different geo-cultural regions in order to diversify composition of project professional staff and to meet the requirements of Member States.
- UNIDO: Depending on the availability of candidates, a maximum of three candidates are submitted for each post.
- WIPO: Normally only one candidate.
- WHO: Regional offices select only one candidate who is proposed to the Government for clearance. The organization does not propose more than one candidate at a time. If rejected another candidate is proposed.
- WMO: At least three but not more than five candidates.
- WTO: Normally three to four candidates.

44. The policies of agencies permit the recruitment and use of successful experts. The transfer of experts from one project to another, not necessarily on a preferential basis, is considered together with other candidates. In a limited number of cases, headquarters officials are detached to field projects on a temporary basis. At WHO, rotation of professional staff between headquarters and Regional Offices and projects is officially encouraged. At FAO, existing field experts are considered for suitable new posts, but only about 40 per cent of vacant posts are filled by such transfers. Agencies distinguish between experts who have served the organization on intermediate or long-term assignments, and those who serve intermittently as consultants on short-term assignments. The former often find themselves transferred from post to post without interruption of service. Thus, whenever possible, project staff who are completing assignments with a satisfactory performance record are transferred to new field assignments.

H. Recruitment of nationals to serve in projects in their country and the recruitment of experts in developing countries

45. Many agencies are taking measures to obtain more candidates from developing countries. As a consequence, the number of candidates from developing countries is on the increase as more skills become available in those countries. Agencies which have established a regional or field structure seem to have better opportunities to obtain qualified candidates from developing countries. The United Nations utilizes

its regional offices in order to facilitate this process. In the selection process where there are equally qualified candidates, priority is given to candidates and institutions from developing countries. No data is yet available on the recruitment of national project personnel to be financed by UNDP.

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