

Human Resources

Human Resources (HR) is a critical component in project delivery. Timely recruitment and effective management of personnel, along with learning and development for staff members are important elements of a Results Based Management (RBM) approach, and good Project Cycle Management (PCM).





Contents

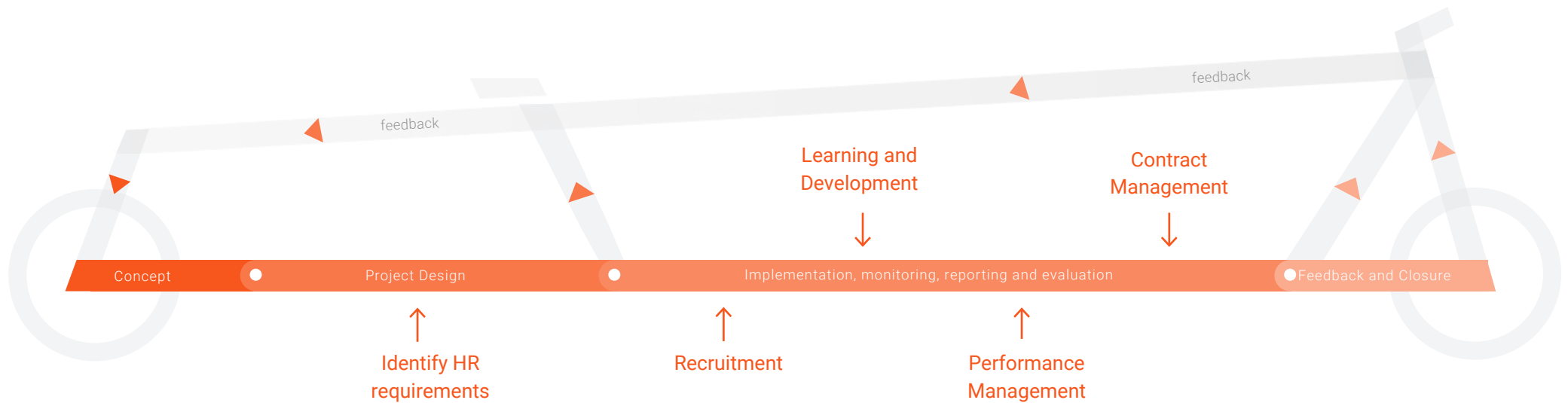
- HR and Project Cycle Management (PCM)240**
- Recruitment – Remunerated Personnel241**
 - Remunerated Contracts Table.....245
 - Eligibility Requirements:247
- Recruitment – Gratis Personnel248**
- Learning and Development249**
 - Mandatory Training249
 - Additional training250
- Performance Management252**
- Appointment/Contract Management.....253**

Subject Matter Experts: Monica Otemba, Jane Gachare-Kariuki, Soraya Soemadiredj, Carlos Barragano

Focal Point: Carlos Barragano

Version: May 2023

HR and Project Cycle Management (PCM)



Key Human Resource activities during the project cycle include the following:

Project Concept Development and Project Design

Human Resource (HR) requirements for the effective delivery of a project's targeted outputs and outcomes should be identified at the project design stage. This includes staff positions and non-staff categories such as Consultants and Individual Contractors.

In the Project Document (ProDoc) it is necessary to identify all project staff roles including the Project Manager, First Reporting Supervisor and Fund Manager, and lines of responsibility of project team members. The

project management structure should be described in an organizational diagram for the project. The ProDoc must also identify the composition of the project steering committee, divisions and regional offices involved in the project, terms of reference for key project team and contract positions, including information on the RBM skills of the proposed Project Manager. The ProDoc must also identify the roles that are already filled, and the new hires required explaining the cost-effec-

tiveness of this choice versus subcontracting partner agencies with relevant expertise, and a summary of staff costs. Staff costs should be identified in the project's results-based budget.

Recruitment can only commence after funding is confirmed, the project is approved and created in UMOJA, and the Work Breakdown Structure Element (WBSE) for staff costs has been created. To ensure that project

start-up is not delayed, it is recommended that units and branches:

- **Identify existing staff members** who can temporarily fill project positions pending new recruitment.
- **Temporarily recruit** key project posts during this period.

Implementation, Monitoring and Reporting

Where existing staff have fulfilled project positions on a short-term basis, transition to new hires, including detailed briefing and handover must take place.

Training and development needs of project staff, both mandatory and project specific should be identified during the project design phase and fulfilled as early as during the inception period of implementation and not later than this. It is advised that all project staff, including consultants, admin and FMOs complete training in RBM, and all project managers and supervisors complete mandatory Project Management training.

Performance management.

Performance management involves the creation of individual workplans, periodic performance conversations,

and end-of-cycle appraisals and is essential to embed a culture of accountability for results.

Appointment review and contract management procedures (including the extension, expiration, or termination of staff contracts) should take place using the intervals and approaches described below.

Recruitment – Remunerated Personnel

This content covers remunerated personnel such as staff members, consultants and individual contractors. Recruitment and selection of Staff to whom the Organization has granted or proposes to grant an appointment of one year or longer under the Staff Rules is described in [ST/AI/2010/3/Rev.1](#). This includes staff in the Professional and above categories and in the General Service Category.

Recruitment and selection of staff appointed for short-term requirements for a single or cumulative period of less than one year (all categories) is described in ST/AI/2010/4/Rev.1. When a need for service for more than three months but less than one year is anticipated, a temporary job opening shall be issued by the programme manager in the electronic platform (Inspira) for a minimum of one week.

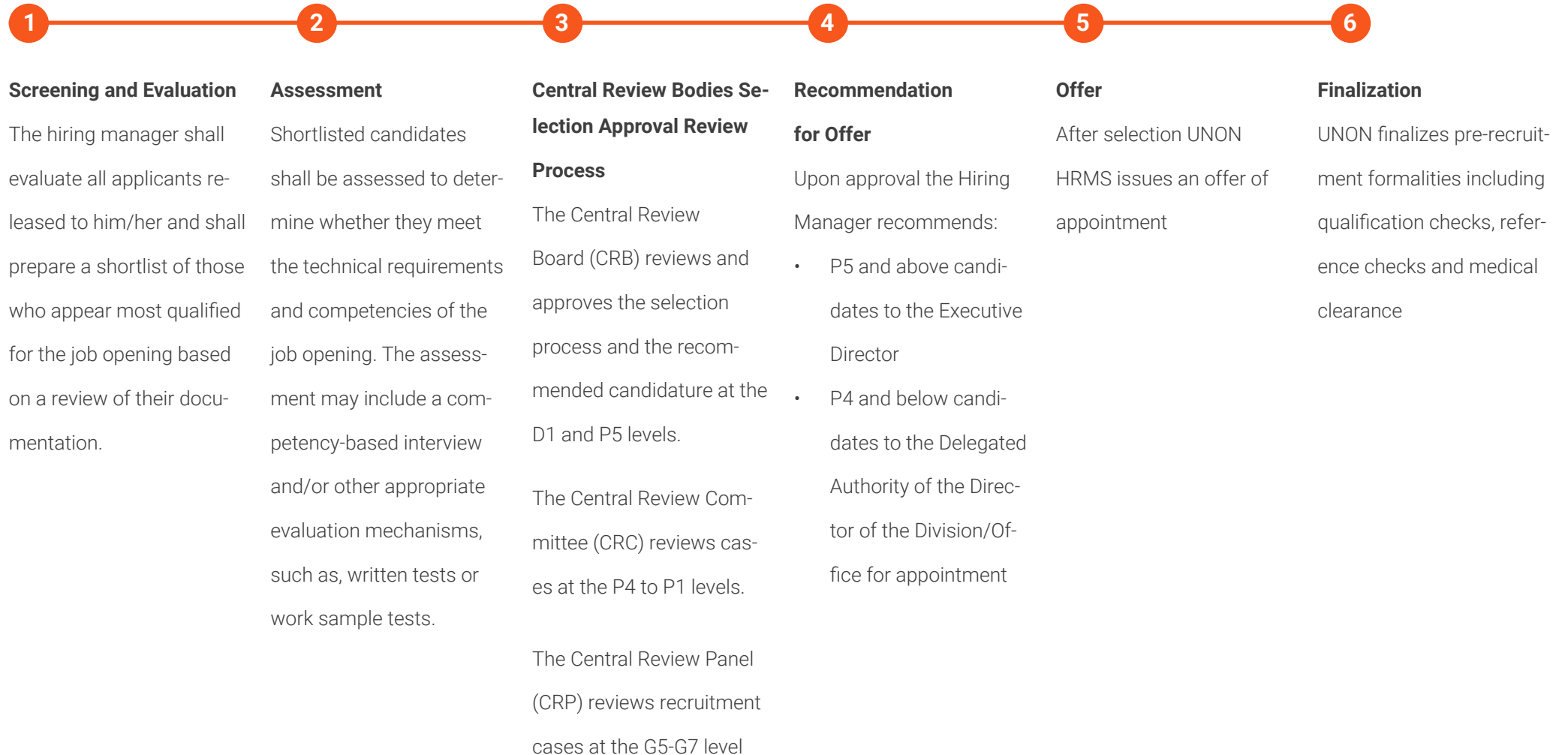
Recruitment and selection of consultants and individual contractors is described in [ST/AI/2013/4](#). When the services of a consultant or individual contractor are needed for more than six months, an opening shall be posted in the electronic platform provided for this purpose for a minimum of seven working days. For each assignment, every effort shall be made to shortlist for consideration a minimum of three candidates from the widest possible geographical basis.

Recruitment Timelines

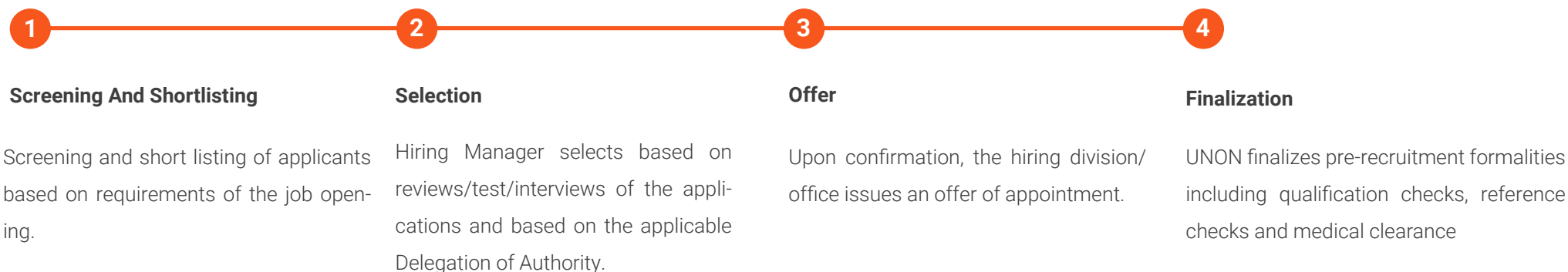
The following table indicates the average UNEP end-to-end recruitment time for remunerated personnel, as advised by UNEP's HR Section. End-to-end signifies the point from advertisement of a new position on Inspira to contract finalization and signature by a new staff member. Either side of these timelines, additional time may need to be anticipated beforehand for role classification and creation of the job description, and after contract finalization for completion of notice period or other time required for relocation and onboarding by incoming staff. This information should be taken into consideration during project concept development and project design to anticipate the time required to bring new staff onto a project.

TASKS AND TIMELINE			
Role	Role classification and creation of Job Description	Advertisement through to contract finalization	Completion of notice period and/or relocation if applicable
P and G staff	Dependent on role type and responsibilities.	<p>Minimum of six (6) months for the P and G staff (4 months - 120 days) for the recruitment and selection phase</p> <p>Minimum of two (2) months for the offer management and onboarding, especially if candidate is moving from a different duty station).</p> <p>This does not cover the role classification and JO building phase.</p>	Dependent on role type and situation of candidate selected.
Temporary Staff		Three (3) months	
Consultant/ Individual Contractor		One and a Half (1.5) Months	

Staff Recruitment Process (appointment of one year or longer)



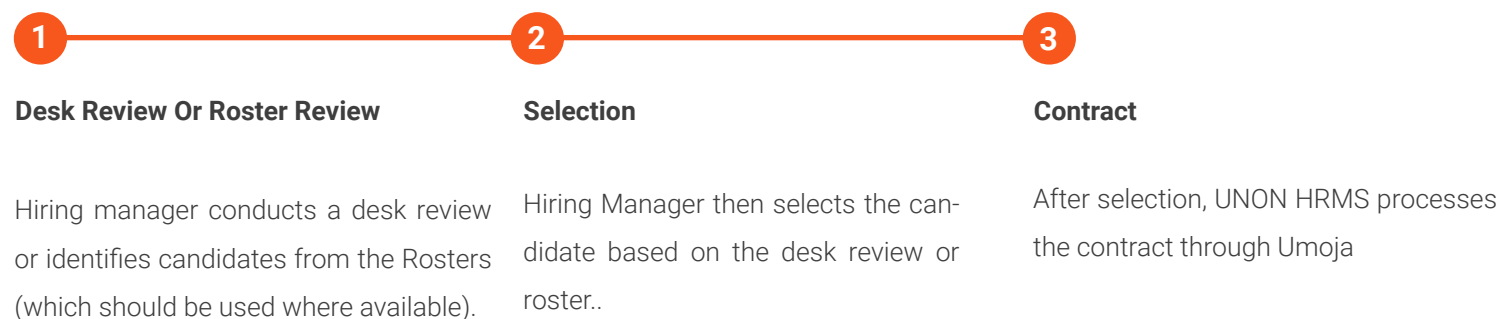
Temporary Staff Recruitment Process



Detailed information can be found in the SOPs for Recruitment of Staff, found on the [Recruitment Remunerated Personnel](#) page on WeCollaborate (UNEP Intranet).

Consultants/Individual Contractors Recruitment Process

The Secretariat utilizes temporary assistance in order to respond quickly, flexibly and effectively to organizational priorities. Instructions on [ST/AI/2013/04](#) set out the provisions applicable to individual contracts that are issued to consultants on individual contracts. For more details on the differentiation between consultants and legal contractors, see the [HR Portal, Consultants and Individual Contractors](#).



Detailed information can be found in the SOP for Recruitment of Consultants and Individual Contractors, found on the [Recruitment Gratis Personnel](#) page of WeCollaborate..

Remunerated Contracts Table

The table below outlines the difference between the various remunerated contract types:

	STAFF (1 YEAR+)	TEMPORARY STAFF	CONSULTANT	INDIVIDUAL CONTRACTOR
Contract duration	Min. 1 year	Max. 364 days. In exceptional circumstances can be extended to Max. 729 days	Max. 24 months out of 36 consecutive months	6 months out of 12 consecutive months, renewable for 3 months
Renewable	No time limit		After 36 months	3 months
Document	Classified Job Description	Classified Job Description	Terms of Reference	Terms of Reference
Platform	Inspira	Inspira	Inspira	Inspira
Announcement period	Minimum 30 days for GS staff 45 days for P staff 30 days for project staff	Minimum of 7 days	Minimum of 7 days	Minimum of 7 days

	STAFF (1 YEAR+)	TEMPORARY STAFF	CONSULTANT	INDIVIDUAL CONTRACTOR
Selection process	<p>Screening</p> <p>Short-listing</p> <p>Testing</p> <p>Central Review Bodies</p> <ul style="list-style-type: none"> • D1-P5: CRB review and approve • P4-P1: CRC review • G5-7: CRP review • G1-4: No review • Recommendation • P5 above: ED approves • P4 below: Delegated authority approves 	<ul style="list-style-type: none"> • Screening • Short listing • Selection <p>Qualifications check</p> <p>Offer of appointment</p>	<p>Desk review OR rosters (where available)</p> <ul style="list-style-type: none"> • Selection • Contract 	<p>Desk review OR rosters (where available)</p> <ul style="list-style-type: none"> • Selection • Contract



Eligibility Requirements:

In order to ensure that the recruitment of UN staff is always carried out in accordance with the highest standards of transparency and fair competition, with due regard to the qualifications of all candidates, the UN regulatory framework sets out minimum eligibility requirements depending on the type of appointment. All details are provided in the respective administrative instructions. For example:

- **Staff members holding a temporary appointment who are recruited in the Professional and higher categories**, on a temporary appointment, and placed on a vacancy authorized for one year or more may not apply for or be reappointed to their current vacancy within six months of the end of their current service.
- **Upon separation from service, including, but not limited to, expiration or termination of, or resignation from**, a fixed-term, continuing or permanent appointment, a former staff member will be ineligible for re-employment on the basis of a temporary appointment for a period of 31 days following the separation.
- **A staff member under temporary appointment who has reached the limit of service under one or several successive temporary appointments**, or, exceptionally, 729 days of service, is not eligible for re-employment on a new temporary appointment or as a consultant or individual contractor:
 - » within three months of the end of his/her most recent appointment in the same duty station
 - » within 31 days in a different duty station
- **Interns, consultants, individual contractors, and gratis personnel** may not apply for, or be appointed to, any position in the Professional and higher categories or positions at the FS-6 and FS-7 levels in the Field Service category while in service and/or within six months of the end of their current or most recent service. This restriction does not apply to associate experts and Junior Professional Officers appointed under the Staff Rules.

Additional information related to recruitment of remunerated posts, including special post allowances can be found on the [Recruitment Remunerated Personnel](#) page on WeCollaborate.

Recruitment – Gratis Personnel

This content concerns recruitment of Junior Professional Officers, United Nations Volunteers, Interns and Consultants on Non-Reimbursable Loan, which are all different categories of gratis personnel engaged by UNEP.

Junior Professional Officers

Junior Professional Officers (JPO) are young, professional-level staff financed by governments at no cost to UNEP for a period of two to four years. In some cases, the third and fourth year are co-funded by UNEP and the donor government on a 50% cost-sharing basis.

Once a formal Junior Professional Officer Agreement has been signed by both UNEP and the government, or is already in place, the process of recruitment should be followed as described in the [SOP for Recruitment of JPOs](#) available on the [Recruitment Gratis Personnel page](#) of WeCollaborate.

United Nations Volunteers

The United Nations Development Programme office in Nairobi deploys international and national UN Volunteers to support UNEP, as well as other UN Agencies, national governments, civil society organizations and communities in development initiatives. International

and national UN Volunteers are subdivided into 'regular' (or professional) UN Volunteers and UN Youth Volunteers. The process to hire UNVs is often easier than JPOs and other gratis personnel. The [SOP for UN Volunteers](#) provides detailed information on the recruitment procedure.

Interns

The purpose of the United Nations internship programme is twofold:

1. to provide a framework by which students from diverse academic backgrounds gain exposure to the United Nations through assignment to offices within the Secretariat to enhance their educational experience and gain experience in the work of the United Nations; and
2. to provide United Nations offices with the assistance of qualified students specialized in various professional fields.

The [SOP for Internships](#) provides further information on the procedures for recruitment.

The step-by-step recruitment processes for JPOs, United Nations Volunteers, and interns, are described in de-

tail on the [Recruitment Gratis Personnel page](#) of WeCollaborate.

Consultants on Non-Reimbursable Loans

Provision of gratis personnel to UNEP by either a private company (e.g., a private company) or by a government are classified as Type I Gratis Personnel. They may be recruited on a non-reimbursable loan agreement (NRL) without any cost to the United Nations for the staff member's remuneration. This is done in accordance with the provisions set out in [ST/AI/231/Rev.1](#).

Non-reimbursable loans may be negotiated for the acquisition of services required to assist in the execution of technical cooperation activities and may not be used in respect of secretariat-type posts or functions normally authorized under the regular programme budget. The sponsor generally pays 14% of the value of the services (which may be waived at the discretion of the Executive Director) to the credit of the United Nations overhead account. A copy of the standard agreement between the donor and the receiving organization is attached to [ST/AI/231/Rev.1](#). The modules on Partnerships and Legal Agreements provide further information.

Learning and Development

UNEP places emphasis on providing strategic capacity building initiatives through formal and informal learning and training activities offered to staff members.

Mandatory Training

All UNEP staff members are required to complete the following courses:

	COURSE NAME	MODALITY	LINK
1	Environmental Sustainability Tutorial	Online	WeCollaborate
2	Basic Security in the Field - Staff Safety, Health, and Welfare Training	Online	
3	United to Respect: Preventing Sexual Harassment and Other Prohibited Conduct	Online	
4	Ethics and Integrity at the United Nations	Online	
5	Information-security Awareness Foundational	Online	
6	United Nations Human Rights Responsibilities	Online	Inspira
7	I Know Gender: An Introduction to Gender Equality for UN Staff	Online	
8	Prevention of Sexual Exploitation and Abuse by UN Personnel	Online	
9	Preventing Fraud and Corruption at the United Nations	Online	

The above mandatory courses are subject to change (updated on Inspira). Information on how to register for mandatory learning can be found on the [Learning Opportunities](#) page of WeCollaborate or Inspira.

All consultants, individual contractors, UNVs and interns are also encouraged to complete the learning courses., in order to understand the UN/UNEP mandate and key imperatives. they can register here: elearning.un.org. Instructions can be found [here](#).

Additional training

The following additional training is recommended for all staff engaged in programme and project management and delivery:

STAFF TYPE	COURSE NAME	MODALITY	LINK
10 Project Managers, Task Managers, Supervisors of Project Managers and Task Managers	Project Management Training	Expected to be ready by 2023	TBD
11 Project Managers, Task Managers, Supervisors of Project Managers and Task Managers	Results-Based Management training The RBM approach is a fundamental principle of UNEP's operations. Training on the RBM approach is offered on a regular basis to all UNEP staff. It is recommended that all staff involved in project/programme implementation at any level undertake the training. This training counts for three days of training time in the annual appraisal.	Online	Registration via UNEP eLearning
12 Staff with Supervisor roles	Performance Management and Development Learning Programme for Managers and Supervisors	Half-day, instructor-led programme	Registration through Inspira
13 Staff members with FMO work	Corporate Academy Specific training for strategic operations and applications in the workplace. The available curriculum is geared toward all staff with Fund Management Officer roles but will be expanded.	Online and blended courses	Registration through UNEP Corporate Academy :
14 Staff members in procurement	Procurement suite	Online learning programmes	Registration through Inspira

STAFF TYPE	COURSE NAME	MODALITY	LINK
15 All personnel	United to Respect Based on ST/SGB/2019/8 it is highly recommended that all Staff and personnel in UNEP attend this course which focuses on promoting dignity and respect in the workplace.	Online or in person half day instructor led workshop	Registration opportunities announced through email announcements

Further leadership and management training opportunities are available through the [UN HR page on Leadership Training](#). UNEP Staff at P4 or P5 levels, and staff at D1 or D2 levels are also required to undertake additional mandatory training which can be found on the [Learning Opportunities page](#) of WeCollaborate on Inspira.



Performance Management

Staff (1 year+), including Junior Professional Officers (JPO)

The Performance Management and Development System is governed by the provisions in ST/AI/2021/4. The performance cycle begins on **1 April of each year and ends on 31 March** of the following year. The performance cycle is normally 12 months. Exceptionally, the performance cycle period may be shorter or longer, but should not be less than 6 months nor longer than 18 months.

In the 2021-22 cycle a new performance management and development process was launched for all staff members who hold appointments of at least one year (except for staff at the USG and ASG level). The performance management and development system does not apply to staff members holding temporary appointments, who may be evaluated under the provisions of the administrative instruction on administration of temporary appointments (ST/AI/2010/4/Rev.1). The performance management cycle consists of three main phases:

1

Workplan preparation

Your work plan should be prepared and signed off at the beginning of each performance cycle. Effective workplans provide staff with clarity on their performance expectations.

2

Performance agreement conversations

Continuous conversations with your supervisor/ supervisee on agreed performance goals and targets, including on learning goals. These replace the mid-cycle review.

3

End of cycle appraisal

this considers whether your performance in your role over the past cycle has positively contributed to the achievement of the goals for your team.

Performance management is carried out through Inspira. A manual with Instructions on UNEP's performance management systems, including how to create a workplan, and undertake an end of cycle review, can be found on the [Inspira Streamlined Performance Management Cycle Manual](#). Further information on performance management, including Workplan Guides, End of Cycle Guides, and guides to gender integration in performance appraisals can be found on the [Performance Management page](#) of WeCollaborate.

Other Staff

For staff holding a temporary appointment, UN Volunteers and Interns, a more simplified performance management processes exists and can be found on the [Performance Management](#) page of WeCollaborate.

Appointment/Contract Management

The process for contract management of staff members is referred to as an appointment review. The process for consultants and individual contractors is referred to as contract management. There are three actions that can be taken in the review of appointments and the management of contracts:

1. **Extension:** This is the continuation of the contract beyond the current expiry date.
2. **Expiration:** The expiration of a contract coincides with the expiry date set in the contract itself.
3. **Termination:** The termination of a contract occurs when a contract ends before the expiry date. Termination is considered in exceptional cases and in close consultation with the Director of Corporate Services Division and the Executive Director.

Remunerated Staff: Process and Timelines for Appointment Review and Contract Management

	STAFF ON FIXED TERM APPOINTMENTS (1 YEAR+)	TEMPORARY APPOINTMENTS	CONSULTANTS AND INDIVIDUAL CONTRACTORS
Extension	<p>The process of extending staff contracts commences 6 months before contract expiry; this is subject to the availability of budgetary resources.</p> <p>Initial contracts are usually for 1 year; thereafter, renewals are usually for 2 years, except where performance expectations are partially met or not met.</p>	<p>One month before expiry a notice should be sent for the renewal of staff holding a temporary appointment.</p>	<p>Consultant contracts can be issued for a maximum of 24 months out of 36 months.</p> <p>Individual contractor contracts can be issued for 6 months and extended exceptionally for an additional 3 months, for a total 9 months out of 12 months.</p>
Expiration	<p>A fixed-term appointment expires on the expiration date specified in the letter of appointment.</p> <p>As stated in the Letter of Appointment, a fixed-term appointment carries no expectation of renewal.</p> <p>Staff members shall be advised in writing at least 30 days in advance that appointment will not be extended. However, it is good practice to give 3 months' notice.</p>	<p>Temporary Appointments expire on the date specified in the letter of appointment.</p> <p>A temporary appointment can be extended for a maximum of 364 days, renewable for one more year for a maximum total of 729 days.</p>	<p>Consultancy and Individual Contractor contracts expire on the date specified in the consultancy contract.</p>

	STAFF ON FIXED TERM APPOINTMENTS (1 YEAR+)	TEMPORARY APPOINTMENTS	CONSULTANTS AND INDIVIDUAL CONTRACTORS
Termination	The Decision to terminate must be supported by strong evidence, including demonstration to rehabilitate, repair or address solutions.		

Gratis Personnel: Process and Timelines for Appointment Review and Contract Management

	JPOS	INTERNS	UNVS	CONSULTANTS ON NON-REIMBURSABLE LOANS
Extension	<p>A JPO Position is usually funded for two years but the contract is issued for one year at a time.</p> <p>Extension for a 3rd and maximum 4th year on a cost sharing basis is based on agreement with the sponsoring government and UNEP. Once the two organizations are in agreement, (and also the agreement of the JPO) the process for extension is as per regular staff.</p>	<p>An internship is a minimum of 2 months in length. This can be extended up to a maximum of 6 months.</p> <p>Two (2) weeks' notice is usually required to process an extension to an internship.</p>	<p>UNV appointments are usually for 1 year and can be extended for a maximum of 4 years.</p> <p>The UNV Office (through UNDP) monitors volunteer assignment end dates as part of relationship management with UNEP and discusses the possibility of (non) extension of contracts. If agreed these are then processed by the UNV/UNDP office.</p>	<p>Non-reimbursable loans are normally for a period not exceeding three years. In exceptional circumstances, the Controller and the Assistant Secretary-General for Human Resources Management may authorize extensions up to a maximum of five years' total service.</p>

	JPOS	INTERNS	UNVS	CONSULTANTS ON NON-REIMBURSABLE LOANS
Expiration	At the end of the 2 nd or 3 rd or 4 th year, the JPO is informed by the Division on extension or separation on the date specified in the letter of appointment. As much notice is given as for regular staff.	An Intern can be engaged for a minimum duration of two months and up to a maximum of six months at which point an internship expires.	The UNV Office sends an end of contract reminder to the host entity (UNEP) At 3 months and 2 months from the end of contract date. Where the extension is not being requested, or the UNV has served for 4 years, UNV/UNDP office separates the UNV.	Contract expires in 3 years, or 5 years if exceptionally extended for 5 years.
Termination	<p>Termination of JPOs shall be considered in exceptional cases and in close consultation with the Executive office and the Director, Corporate Services Division, and the sponsoring Government</p> <p>Failure to comply with the requirements in section 6.2 of ST/AI/2020/1, and those contained in the internship agreement between the Organization and the intern, may result in the termination of the internship agreement in consultation with Corporate Services Division and the Division.</p> <p>Termination of UNVs shall be considered in exceptional cases and in close consultation with the Executive office and the Director, Corporate Services Division, and the UNV/UNDP Office</p>			<p>A non-reimbursable loan may be terminated at any date prior to its scheduled expiration at the request of the person serving on loan, the donor, or the United Nations. The donor shall be responsible for any additional costs that may result from such termination.</p>