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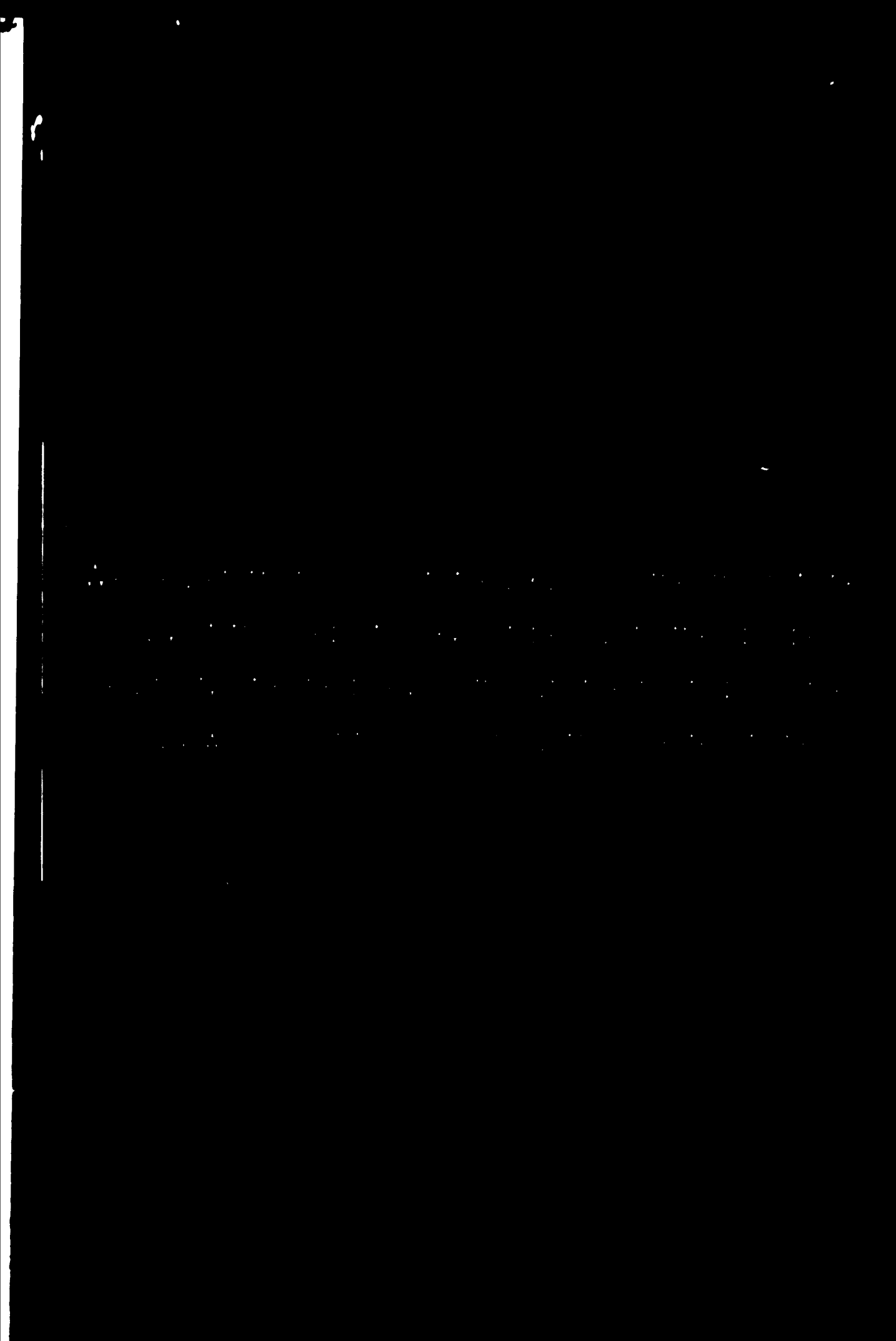
**INDUSTRIAL OPERATIONS DIVISION**

**PROVISIONAL MANUAL**

**PROJECT PERSONNEL RECRUITMENT SECTION<sup>1</sup>**

**5 March 1976**

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## I. POLICY

To carry out its mandate, especially in the field of technical co-operation, UNIDO assigns to the developing countries project personnel divided into three broad categories.

At the project level, experts assist Governments to achieve the objectives of industrial development projects they are carrying out in co-operation with UNIDO. At the country, regional and interregional levels, UNIDO makes available to recipient countries advisers who assist them in planning and implementing programmes and projects. These advisers form the principal members of the UNIDO extension network in the field. Finally, UNIDO gives an opportunity to young university graduates and technicians to acquire experience in dealing with industrial development problems by assigning them as assistants to project personnel of more senior status. These are the associate experts and junior professional officers.

UNIDO also provides international operational assistance experts (OPAS) to developing countries who fill executive or administrative posts in a Government's machinery on a temporary basis.

## II. WORK OF THE PROJECT PERSONNEL RECRUITMENT SECTION

### Definition of project personnel

The term "project personnel" covers the individuals UNIDO engages to work outside its headquarters and whose conditions of employment are governed by the 200 series of the United Nations Staff Rules and Regulations, with the exception of the UNIDO interregional advisers and special technical advisers, who belong to project personnel but who are stationed at UNIDO headquarters.

.../...

There are eight categories of experts, of which the regular experts, project managers, administrative officers, associate experts and regional advisers are project personnel who work directly for and are supervised by UNIDO. The industrial field development advisers, the junior professional officers and United Nations volunteers are appointed and administered by UNDP but receive instructions from UNIDO.

The OPAS experts are appointed by UNIDO, but administered and paid by recipient Governments. In addition to the government salary, they receive supplementary remuneration from UNIDO. Therefore, they do not belong to project personnel as defined above. They are, however, dealt with here because the procedures for their recruitment are similar to those of regular experts.

For the sake of completeness it should be mentioned that UNIDO (Purchasing and Contracting Services) also subcontracts out services to consulting organizations. Individuals employed under these conditions are, however, not considered UNIDO project personnel.

#### Functions of the Project Personnel Recruitment Section

The Project Personnel Recruitment Section (PPRS) of the Industrial Operations Division (IOD) is responsible for planning, co-ordinating and conducting the recruitment of all project personnel including industrial development field advisers, junior professional officers, but not United Nations volunteers. PPRS also recruits OPAS experts on behalf of requesting Governments. For this purpose PPRS establishes recruitment plans, conducts recruitment drives, maintains a roster and submits to the requesting Governments, through the UNDP resident representative, the names of candidates who are found qualified after evaluation. Finally PPRS appoints all project personnel except industrial field advisers, junior professional officers and United Nations volunteers.

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Categories of project personnel

Experts

An expert is a person appointed by UNIDO to undertake technical assistance assignments at the request of Governments of developing countries. The funds for the financing of these experts come from several sources, which are listed with their code numbers in chapter K of the UNIDO Codes for Computer Applications. An expert is required to advise, assist and participate in performing certain duties or to undertake certain operations in developing countries in an effort to improve their industrial potential. He must have the specific skill and extensive experience, and, if deemed essential, the academic qualifications to undertake the assignment. In addition, and often most important, he must have the personal qualities to deal easily and effectively with government officials and other nationals, a point that is normally assessed by a professional interviewer and by persons directly acquainted with the candidate.

Project manager

The officer-in-charge of large-project operations in the field is normally referred to as the "Project Manager". The actual title may differ: Chief Technical Adviser, Project Manager, Team Leader etc. Since the project manager is the key person in the project, he must be of a suitable calibre both in terms of high professional qualifications and acceptable leadership qualities. To an appreciable extent, the success or failure of the project depends on the type of person selected to head it. UNIDO officials responsible for evaluating, interviewing and selecting project managers should, among other things, be guided by the following points: when considering candidates for project manager posts:

- (a) The relevance of academic background, professional experience and language proficiency to the requirements of the job;
- (b) General technical knowledge;

.../...

(c) Leadership qualities:

- Organization and administrative skills
- Ability to deal easily, effectively and tactfully with individuals of various backgrounds and cultures
- Ability to express ideas clearly and concisely
- International mindedness, ability to adapt to and appreciate social customs and ways of life in developing countries

(d) Knowledge of the economic and social problems of developing countries;

(e) International experience gained through service with private firms, government bilateral technical assistance, United Nations family or other international organizations;

(f) Availability in terms of the project's duration.

Since the project manager plays a decisive role in formulating the project's objectives and the inputs of UNIDO he should be appointed as early as possible and in any case before the recruitment of the project experts. He has to assist government officials responsible for the project in preparing the final version of the project draft for approval. The project manager's duties and responsibilities may vary in the same way as his title, particularly with regard to the substantive planning and direction of the project. However, as the senior representative of UNIDO on the project, he is always responsible for:

- (a) The supervision of the international staff of the project;
- (b) All material, equipment and vehicles, and the local disbursement of any funds UNIDO furnishes to the project;
- (c) The control and use of land, buildings, equipment, materials supplies and other property belonging to UNIDO;
- (d) Such procurement and other activities as UNIDO delegates to him;
- (e) The preparation or assistance in the formulation of the terms of reference for all the posts under the project.



If an administrative officer is assigned to the project, some of the above mentioned functions are delegated to him. In accordance with the new reporting requirements for projects financed by the United Nations Development Programme (UNDP), project managers are required to draft a number of reports, which are finalized at the secretariat, including technical reports and terminal reports, and sometimes also investment potential reports. In addition, the project manager has to prepare progress reports as requested in connexion with tripartite reviews.

#### Administrative officers

Although the volume of administrative support varies from project to project and from country to country, the paramount consideration in every case is that the project manager should not be overburdened with administrative detail so that he can concentrate his efforts on the direction and supervision of the substantive activities.

In most cases, the administrative functions in the field related directly to UNDP projects are largely comprised of handling local currency disbursements and establishing and maintaining leave records and UNDP property records etc. In most cases it should be possible for these functions to be performed by the administrative officer provided to the project manager. This post should, if possible, be filled through local recruitment. Only when qualified local candidates cannot be found, will non-local or international recruitment be in order.

In certain projects located in the capital of a country, the administrative services can be provided at least partly by the office of the UNDP resident representative. For many projects, however, especially those located at a distance from the capital and involving many persons and a substantial amount of equipment, it may be necessary to provide for an internationally recruited administrative officer at the professional level for at least the first two years of the project. During this period, a local replacement will presumably be trained, but, if that is not possible, it may be necessary to keep an international administrative officer for the entire life of the project.

Although the duties and responsibilities of administrative officers will vary between projects, they will basically be similar. Under the basic supervision of the project manager, administrative officers will be expected to do the following:

- (a) Assume responsibility for the preparation of organizational procedures and advise counterpart personnel on administrative matters;
- (b) Prepare periodic statements of account for the project, including counterpart cash;
- (c) Control and analyse all expenditures effected against allocations in the plan of operations;
- (d) Prepare and maintain property records and requisitions for equipment and supplies;
- (e) Prepare periodic inventory and statistical reports and maintain personnel records;
- (f) Assist the project manager in preparing and co-ordinating the financial aspects of periodic reports on the status of the projects;
- (g) Set up a system of administrative correspondence in English, French or Spanish, where applicable, and supervise the maintenance of files and records;
- (h) Assist the international experts in administrative matters, particularly in arranging transportation, meetings and in providing equipment;
- (i) Supervise local administrative counterpart personnel.

#### Associate experts

Most of the associate experts are university graduates with some or no professional experience at all. They are assigned to work under the supervision and guidance of UNIDO experts. Associate experts are provided in response to a specific request from the receiving countries. Associate experts are not sent to a country and may not remain there without the approval of the Government of that country. They cannot be placed in established posts at UNIDO headquarters.

As international civil servants, they are subject to the rules and regulations of the United Nations for the duration of their assignment. They are appointed in the same way as regular experts except that the donor Government, which provides the expert, is responsible for all costs such as salaries, allowance, insurance, and cost of transportation to and from the duty station.

Each associate expert is normally assigned for an initial period of not more than 12 months. UNIDO may extend this period in agreement with the donor Government and the Government of the receiving country. Several Governments have undertaken to provide associate experts and have signed agreements with the United Nations to this effect. Other countries have shown interest in the scheme and will possibly sign agreements in the future.

#### United Nations volunteers

On 7 December 1970, the United Nations General Assembly adopted resolution 2659 (XXV) establishing the programme of United Nations volunteers within the framework of the United Nations system, effective 1 January 1971. The Secretary-General of the United Nations designated the UNDP as the agency to administer the United Nations volunteers.

Requests for volunteers for industrial development projects are channelled through UNIDO to the office of the United Nations Volunteers Co-ordinator in Geneva. This office selects candidates in co-operation with UNIDO. The volunteers are recruited and administered during their assignment by the same office. The costs for volunteers are financed from a special fund made up of voluntary contributions from Governments, international organizations and individuals. Local costs are in most cases paid by the recipient country's Government; the international costs are charged to the UNDP component of the budget.

### Regional advisers

Regional advisers are UNIDO project personnel attached to regional commissions or their subregional offices. The regional advisers assist in improving the effectiveness of co-operation between UNIDO and the United Nations regional commissions and in improving the quality of assistance provided to the developing countries of the respective geographical areas, with particular emphasis on regional activities and regional or subregional economic integration. In close co-operation with the industrial development field advisers in various developing countries, they provide an effective means of ensuring that the technical assistance programmes will correspond as closely as possible to the real needs of the regions.

According to the requirements of the region, UNIDO recruits regional advisers in various fields of activity, e.g. metallurgy, industrial training, agricultural machinery and implements, chemical industries and industrial programming and planning. Regional advisers' posts are financed from the UNIDO regular programme of technical assistance. Funds are allotted each year to provide for about 16 posts, which are distributed among the four United Nations regional economic commissions (ECA, ECLA, ECWA and ESCAP). The procedure for recruiting regional advisers is similar to that for regular experts.

### Interregional advisers

Interregional advisers are specialized in selected fields and operate from UNIDO headquarters in Vienna. They are assigned to the office of the Director of the Industrial Operations Division, and they also render at short notice high-level expert advice to Governments of developing countries requesting their services. Their posts are financed from the UNIDO regular programme of technical assistance.

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Their activities include preparing and assisting in technical meetings and group training programmes, advising backstopping officers at headquarters on specific problems, reviewing existing field projects, preparing new projects, re-assessing the scope of projects where and when required, preparing substantive specifications for contract studies, participating in the field in the take-off and close-out of such contract studies, carrying out urgent SIS projects for which no appropriate expert has been identified, trouble shooting on specific technological problems and providing any other special advisory services in their specific functional qualifications which the Government of a developing country may request.

#### Industrial Development Field Advisers

Although UNIDO searches for candidates, assesses their technical suitability and finally recommends them to UNDP for industrial development field adviser posts, UNDP headquarters appoints these advisers and administers them in the field. UNIDO also recommends to UNDP, if appropriate, the extension of the period of service of the field advisers and, if approved, UNDP takes the necessary action. The field advisers are appointed in pursuance of an agreement between UNIDO and UNDP, the purpose of which is:

- (a) To provide, as required, the services of qualified advisers on matters of technical co-operation to both the technical authorities of the recipient Governments and to the resident representatives;
- (b) To assure UNIDO an adequate channel of communications with Member States on matters outside the scope of UNDP-sponsored activities, as well as with regional economic commissions and with other regional and subregional organisations.

The duties of the field advisers are defined in the UNIDO/UNDP agreement. The field advisers bear the main responsibility for industrial development policy under the general administrative authority and guidance of the UNDP resident representative. In particular they:

- (a) Maintain direct contacts with the technical authorities of the recipient Government in matters of programming, execution and evaluation of UNIDO projects. Dealings with the central organs of the Government on UNDP matters are principally reserved to the resident representative.

In carrying out their functions, the field advisers maintain close working relations with the appropriate officials of the regional economic commissions;

- (b) Maintain contact with and guide UNIDO experts;
- (c) Participate, as appropriate, in the planning of UNDP projects for which UNIDO is to be the executing agency and co-operate with the project manager of such projects in reporting and evaluation; in matters of programming, the adviser keeps in close touch with the UNDP resident representative and may be requested to suspend action if the resident representative deems it necessary;
- (d) Provide UNIDO with proposals and suggestions that may lead to improvements in the delivery of UNIDO assistance;
- (e) Represent, upon request, UNIDO at regional and special meetings concerned with industry and report on these to UNIDO headquarters.

The field advisers receive instructions from and report direct to UNIDO, with copies of correspondence to the UNDP resident representative. Since the UNDP offices provide administrative support, the advisers concentrate on programming, execution and evaluation of UNIDO projects in close touch with the UNDP resident representative and the technical services of the Government.

Field advisers are stationed in the office of a UNDP resident representative. They may serve several countries. In such cases their relationship with each of the resident representatives concerned is the same as that described above in connexion with their duties.

#### Junior professional officers

Junior professional officers are recruited by PPRS, but appointed by UNDP and are assigned to UNIDO industrial development field advisers. They work under the direct supervision of the field advisers and assist them in their activities. They are financed under a system similar to that for

associate experts. The agreements to provide junior professional officers are made between the donor countries and the United Nations. Up to now only a few donor countries have provided such officers.

OPAS experts

On the basis of United Nations General Assembly resolutions 1255 (XIII) and 1946 (XVIII), a programme to provide developing countries with executive and administrative personnel, at first referred to as OPEX experts, at present referred to as OPAS experts, was established. The objective of the programme is to provide developing countries with the service of international experts who fill temporarily executive and operational posts in the machinery of the Governments of the countries to which they are assigned.

The expert serves as a civil servant of the Government concerned, which pays him a salary and related emoluments, at the rate payable to national civil servants or other comparable employees holding the rank of the post to which the expert is assigned. In the performance of his duties, the expert is solely responsible to and under the direction of the recipient Government, which accords him the same privileges and immunities in respect of his services as other UNIDO project personnel in the same country.

UNIDO provides a contract to the OPAS expert that specifies the various benefits he will receive from UNIDO. This contract provides that UNIDO will pay an appropriate stipend to supplement his salary and allowances from the Government and will grant additional benefits under terms, conditions and definitions that are generally the same as those applicable to UNIDO project personnel. He is not granted a letter of appointment or a United Nations laissez-passer and does not become a participant in the United Nations Pension Fund unless he was a full participant in the Fund before his appointment as an OPAS expert.

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Headquarters staff members engaged in handling project personnel

Requesting officer

The requesting officer is the person who initiates the request for the recruitment of project personnel. For experts, project managers, administrative officers, associate experts, United Nations volunteers and OPAS experts, it is the backstopping officer of the Industrial Operations Division. For regional advisers it is the head or chief of the section in this division. For interregional advisers it is the director of the division. For industrial development field advisers and junior professional officers it is the Chief, field report monitoring section, Division of Policy Co-ordination.

Certifying officer

The Financial Implementation Management Section (FIMS), Financial Services, is the certifying office if a post is financed by sources for which UNIDO is responsible and has been approved financially.

Recruitment officer

The recruitment officer in the Project Personnel Recruitment Section is the person responsible for:

- (a) Examining the job description and introducing appropriate changes in consultation with the backstopping officer concerned in order to conform to the recognized standards and to facilitate recruitment;
- (b) Searching for candidates by screening the roster and circulating the job description to potential recruitment sources;
- (c) Keeping in constant and active contact with recruitment sources;
- (d) Evaluating applicants' records and consulting with the substantive office on the applicants' technical suitability;
- (e) Conducting or arranging interviews of candidates;
- (f) Selecting candidates for presentation to the recipient Governments;

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- (g) Determinating the salary classification of the expert to be appointed;
- (h) Negotiating the terms and conditions of employment with individuals, organizations and private firms;
- (i) Negotiating the release of selected candidates for field service with UNIDO;
- (j) Appointing on behalf of the Secretary-General the experts selected;
- (k) Participating in the briefing and debriefing of project personnel.

#### Job description

The job description contains pertinent information concerning the objectives of the post or project and the expertise needed for the job. It sets out the duties and responsibilities of the expert being sought and is circulated to potential recruitment sources. The major components of a job description are the following: heading, title of post, project identification code, industrial area and function code, duration, date required, duty station, purpose of project, duties, qualifications, languages required and background information.

#### Types of appointment

##### Regular appointment by UNIDO

Most of the experts receive regular appointments. Their conditions of service are governed by the provisions of the 200 series of the Staff Rules. They are granted letters of appointment and take the oath of office. Their salaries and allowances are processed by issuance of the standard personnel action form (P.5). When administrative considerations preclude the application of this method, the experts can be employed on the basis of a special service agreement, reimbursable loan or non-reimbursable loan.

When appointed, the experts, except for OPAS experts, become project personnel of UNIDO, and their salary and allowances, i.e. post adjustment,

installation grant, assignment allowance, dependency allowance, travel of dependants, education grant and repatriation allowance become payable for an assignment of one year or more. In lieu of the above allowance, a subsistence allowance is given for less than a one-year assignment. The salary of experts is not taxable, and any tax levied will be refunded by UNIDO.

Special service agreement (expert on mission)

When an expert is appointed under a special service agreement, UNIDO provides his travel and daily subsistence allowances. He is paid, however, either a lump sum, or a daily, weekly or monthly fee for his services. He is responsible for paying any taxes levied by his Government and UNIDO will not refund such taxes. Special service agreements are usually offered for assignments of six months or less.

Reimbursable loan

If a firm or organization is not willing to lend one of its staff members to UNIDO for a field assignment as an expert on the basis of a regular appointment or special service agreement, UNIDO can engage the person by reimbursing the full costs of his services to the lending employer. This type of appointment is negotiated through an exchange of letters.

The firm or organization is reimbursed by UNIDO for the costs of the services of its staff members, but is required to provide UNIDO with a complete breakdown of all emoluments paid to the person concerned, including the administrative costs incurred that result from his release. Travel and daily subsistence at the duty station are not included, since they are provided by UNIDO. UNIDO will not refund any taxes levied on the firm, organization or individual.

Non-reimbursable loan

A Government or organization may provide the services of an expert to UNIDO without cost. In this case UNIDO pays the travel expenses and a daily subsistence allowance and sometimes an honorarium. UNIDO also

requests a statement in writing from the Government or organisation providing the expert to the effect that the person is being lent to UNIDO without a charge for his services.

#### Regular appointment by other organizations

Industrial development field advisers and junior professional officers are appointed by UNDP. United Nations volunteers are appointed by the United Nations Volunteers Co-ordinator in Geneva.

#### Recruitment sources

##### The roster

The UNIDO computerised roster contains candidates who have shown interest in being considered for vacant posts as they occur, candidates who have been nominated from the various recruitment sources with which UNIDO is in constant touch and candidates serving in the field. Candidates are evaluated, and only those who have qualifications that conform to fields of activity of UNIDO are placed on the roster. The candidates are classified on the basis of industrial area and function codes, which are contained in section E of the UNIDO Codes for Computer Applications.

On receipt of a job description, the relevant information is fed into the computer, which then provides a print-out of all candidates who could possibly undertake the assignment. The recruitment officer examines the files of those most suitable, taking into consideration that the panel of candidates should cover a wide geographical distribution, after which he sends them to the substantive section for final evaluation. When highly specialised experts are required, it is possible to make a manual search of the roster print-out, which gives the industrial area, function and, where applicable, the specialization. Files of candidates included in the roster are constantly being updated, reclassified, or removed on the basis of new information.

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### National recruitment services

The Governments of Australia and Japan and most of the Governments in Europe have established an office that assists UNIDO in locating highly qualified nationals of their countries. UNIDO provides these offices with job descriptions for all vacancies for which candidates are needed and keeps them informed of the status of recruitment. The offices in turn distribute the job descriptions to universities, private organizations and private companies. They screen and propose experts for specific posts. Since most of these recruitment services screen candidates thoroughly to ensure that the individuals considered shall meet high standards of professional competence and have the appropriate personal qualities, backstopping officers should refrain from contacting individuals direct to ascertain their interest and availability. Such action should be undertaken only by the recruitment officers.

### Office of the UNDP resident representative

The office of the UNDP resident representative is also a potential recruitment source. It brings vacancies to the attention of government departments, universities, private companies, industrial consultants and industrial organizations by circulating job descriptions. This office also nominates candidates and interviews them upon request by UNIDO. On behalf of UNIDO, it negotiates the release of government civil servants selected for assignments in the technical assistance programme.

### Other sources

As a result of meetings, group training programmes and advertisement in the UNIDO Newsletter, many universities, technical colleges, consulting firms, institutes and industrial and business organizations are becoming increasingly aware of UNIDO activities and have shown, at times, special interest in providing highly qualified experts or consultants to serve in the technical assistance programme. UNIDO is making constant efforts to develop and expand contact with such potential sources of recruitment in close co-operation with the national recruitment services.

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### III. PROCEDURES

#### Recruitment Action

##### Requesting officers

As already mentioned, who the requesting officer is depends on the category of project personnel. The following procedures apply to those categories of project personnel for which the backstopping officer or the head or chief of a section in the Industrial Operations Division initiates action for recruitment (for posts whose financing has been approved), or advance recruitment (for posts whose financing has not yet been approved).

In the case of regional advisers, a regional commission submits a request accompanied by a draft job description, to UNIDO. In processing this request and searching for candidates, procedures similar to those for recruiting regular experts are followed. The Industrial Operations Division Chief or head of section is the requesting officer. The exceptional procedure for this category of project personnel is that the panel of candidates is submitted to the Executive Director for his consideration before it is submitted to the regional commission that initiated the request.

In the case of interregional advisers, the director of IOD initiates action for recruitment. The procedures followed and forms used are similar to those used in recruiting project personnel in the categories for which recruitment action is initiated by IOD backstopping officers. The Executive Director makes the final selection of candidates.

In the case of industrial development field advisers and junior professional officers, the Chief, Field Reports Monitoring Section, Division of Policy Co-ordination, initiates the action for recruitment. UNIDO selects the candidates, but UNDP appoints them on the basis of a written request from UNIDO.

.../...

The requesting officer for the United Nations volunteers is the backstopping officer in IOD. He receives a request from a Government accompanied by a job description. Volunteers are always assigned to UNIDO experts and are therefore included in the project document or project data sheet budgets. The United Nations Volunteer Co-ordinator in Geneva has the responsibility of searching for candidates. He refers the candidates files to the backstopping officer for technical evaluation.

Request to initiate recruitment action (form PS.4)

Every request to initiate recruitment should include the post identification number, which is based on the project identification code for technical assistance projects (see annex I). The post identification number must be recorded on all personnel action forms, project allotment documents, travel authorizations, miscellaneous obligations documents, job descriptions etc.

The initial request, form PS.45, for posts approved financially should be submitted by the backstopping officer direct to PPRS with three copies of the job description and three copies of the signed project data sheet for SIS posts, or one signed project document for posts financed by UNDP or a copy of the cable notifying approval by UNDP. It should indicate the source of funds, the country year of approval, the sequential project number (if known), budget line component and the group of specific activity, against the heading "identification number". If the sequential project number is not known, the three-character indicator XXX should be used. Only the FINE copy of the PS.45 form should be sent direct to FINE, together with the personnel action form (P.5) for certification. The left-hand side of the P.5 form must be completed by the requesting officer (see annex II). In the space provided for "remarks" on form PS.45, it should be indicated that the P.5 form has been forwarded to FINE. Form PS.45 is used for both recruitment action and also for advance recruitment action.

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### Advance recruitment action

The aim governing advance recruitment is to provide an expert's services to a Government at the earliest possible date following the financial approval of the post by UNDP. The posts under advance recruitment are accorded the same attention, time and efforts as regularly approved posts, except that the job descriptions are not circulated. A long delay in receiving financial approval of the post once the request for advance recruitment has been forwarded to PPRS may render fruitless the recruitment efforts already made. The candidate considered would in most cases no longer be available or the original requirements of the post may have been altered by the Government. It would therefore be useful if the requesting officer could indicate the estimated time required for the approval of the post.

If a PS.45 has been submitted to PPRS for advance recruitment action, the procedure for regular recruitment should be followed when the post has been financially approved. If the job description remains unchanged, this should be specified on the PS.45 under "Remarks". If it has been changed, three copies of the revised job description should be attached.

### Identification and evaluation of candidates from the roster

On receipt of the job description with the request to initiate recruitment action, or advanced recruitment action, PPRS begins to search for candidates. If the recruitment officer can find no suitable candidates immediately, a roster search is made. By feeding into the computer information on potential candidates (see UNITED Codes for Computer Applications) the roster group obtains a print-out of those candidates included in the roster who could undertake the assignment.

The roster group obtains the files from the registry and selects the files of those candidates who appear to be the most suitable and may be available. Due consideration is given to as wide a geographical

distribution as possible. The files are forwarded to the appropriate recruitment officer, who conducts a preliminary evaluation before sending the files to the appropriate backstopping office for evaluation.

Search for candidates from national recruitment services and other sources

If the roster fails to produce qualified candidates, the job description is printed, with a deadline for nomination of candidates. The job description is circulated to all national recruitment services, UNDP resident representatives and other sources of recruitment that might be asked to provide UNIDO with the names of candidates having the required qualifications etc.

Candidates nominated are preassessed by the recruitment officer before he processes them for evaluation.

Interviewing of candidates

Unless UNIDO is aware of the professional skill of a candidate and his ability to deal easily and effectively with government officials and other nationals of the country, an interview is arranged. Technical Assistance Recruitment Service (TARS) representatives in Geneva periodically visit most of the national recruitment services in Europe to interview candidates, and in some cases a professional assessor is also present at the interview. Candidates may also be interviewed by the UNDP resident representatives and the North American Recruitment Office (NARO) in the United Nations headquarters, for North American candidates. In addition, field advisers and regional advisers conduct interviews for UNIDO, and sometimes the candidate is brought to UNIDO headquarters for an interview.

If the candidate is interviewed in Vienna, the following points should be noted:

(a) The objective of the interview is to assess the candidate's professional skill and the extent to which it matches the requirements specified in the job description. It is often useful to begin by discussing



the job description. The interviewer should also try to assess the character of the candidate and the degree to which he may be expected to adapt to his new status as "an expert in the field". The candidate's career should be examined as thoroughly as possible;

(b) In assessing "personality", the interviewer should remember that while the impressions he gains from the interview are important, they are not the whole story. Personal impressions should be checked so far as possible by considering the kinds of posts the candidate has held, the degree to which he was called on to exercise authority, and his success in doing so;

(c) The interviewer should be looking for some of the following elements of character: maturity, confidence, alertness, purposefulness, an awareness of how others may think and feel; an awareness that not all societies are the same and may have very different conventions from his own; and an ability to explain himself lucidly;

(d) The candidate's own views of his career are important and a discussion of his plans may reveal significant attitudes;

(e) While every effort should be made to establish a cordial and frank atmosphere, the interviewer should remember that the candidate is usually (but not always) seeking a job; the interviewer cannot always expect the complete frankness that he would look for if he were engaged in a vocational guidance consultation. Nevertheless, unless the candidate is desperate, he wants a job that will suit him and that he feels he can do. Sometimes after a serious discussion with the interviewer, he will decide that the post in question is not for him.

#### Assessment of candidates by backstopping sections

Since the recruitment officer preassesses candidates before he sends their files to the backstopping officer, the file of a candidate who is considered for either an advance or established post should be requested through the recruitment officer.

The recruitment officer examines the file to ascertain that, among other things, the candidate has the necessary language skills, is not already committed to take another assignment with UNIDO or any other United Nations organs or specialized agencies and would be available in time to undertake the assignment. If he has previously undertaken an assignment in the United Nations family of organizations, his past performance is checked.

The top part of form PS.53, "Substantive Assessment of Candidate", is completed by PPRS and sent to the backstopping section for evaluation. It is important that part I, part II, if applicable, and part IV using the UNIDO Codes for Computer Applications should be completed.

Part I of the form refers to the substantive assessment of a candidate for a specific post. The candidate's personal history form and other data should be compared with the job description. The candidate may be "recommended", "recommended with reservations" or "not recommended". In reaching a decision on this crucial question, the evaluator should take into consideration the pitfalls and delays involved in a search for an "ideal" or "outstanding" candidate. If a candidate's professional background meets most of the requirements, he should be recommended.

The assessment should be specific. It should not repeat information given in the personal history form. How closely the technical qualifications and recent professional experience of the candidate relate to the post under consideration should be stated. Reservations should be cited. Specific strong points or shortcomings in education and experience should be brought forward and a conclusion drawn.

If the candidate is not recommended for the post it is particularly important that an explanation be given. A supplementary sheet may be necessary if the space provided on this part of the form is insufficient.

With regard to part II, qualified experts will be used more effectively if a candidate is matched to a number of related vacancies that he can fill rather than to a single vacancy.

With regard to part III, if the backstopping section has not received the report of the interview and a technical questionnaire before a candidate is assessed, it may request PPRS to clarify certain technical points or to obtain additional information during the interview. However, a provisional assessment should be made pending the receipt of this information.

Part IV of the form is to be completed only on the first assessment of a candidate. It calls for a general evaluation of the candidate so that his qualifications can be codified. After a serious review of the file, the backstopping officer should recommend whether the candidate's name should be added to the roster. If the recommendation is positive, the backstopping officer should follow the UNIDO Codes for Computer Applications and should suggest the appropriate industrial area and function classifications. A specialization should also be suggested, if appropriate, to make the classification more meaningful. The level of responsibility that the candidate may be expected to assume with success should be indicated, i.e. project manager, team leader or industrial development field adviser.

If a candidate nominated by a national recruitment service or by a UNDP resident representative receives a negative evaluation, the comments should be written in the United Nations working language acceptable to the nominating source.

#### Availability of candidates

PPRS ascertains whether candidates who are found suitable are interested in the job and are available. Depending on the nationality of the person, PPRS contacts the candidate either through the national recruitment service, or the office of the UNDP resident representative in countries where no national recruitment services exist.

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Submission of names of candidates to Governments

Once it is known that the candidates are interested and available, PPRS submits their names direct to the UNDP resident representative of the country concerned, who submits them to the appropriate government authorities for approval.

With each submission, PPRS requests the UNDP resident representative to inform the Government concerned that UNIDO cannot assume the availability of the candidates if the Government's decision is not received within one month from the date of receipt of the submission.

The clarity and sufficiency of the information furnished to a Government about a candidate's professional qualifications is of paramount importance in influencing the Government's judgment about the suitability of the candidate. It should be remembered that the UNIDO recommendation is based on the evaluation of more detailed information (including the interview report) than that provided to the Government. Therefore, it is the responsibility of the recruitment officer to ensure that the information on the candidate submitted shall be complete.

Acceptance of candidates by Governments

After reviewing the candidate proposed, the Government concerned informs UNIDO through the UNDP resident representative whether the candidate is acceptable. Where a panel of candidates has been submitted, the Government may select more than one, indicating the priority of its preference. The Government may request additional candidates or reject the candidate submitted. In such cases UNIDO should be informed of the reason, since the job description may need to be revised. The more accurate the information about the type of candidate needed the better is the chance for PPRS and the backstopping officer to recommend the right candidate.

.../...

### Offer of appointment

After the candidate has been approved by the Government, the recruitment officer completes the top part of Form PS.62 indicating the candidate's name and the post for which he has been submitted and sends it to the backstepping officer together with a copy of the cable or letter from the UNLP resident representative conveying the approval. The backstepping officer completes the lower part of form PS.62 giving details on briefing and debriefing if required, and the duration, together with any other information he considers necessary for inclusion in the offer to be made to the candidate.

The offer of appointment contains information on the conditions of service and the formalities to be completed before his formal appointment, i.e. medical examination and release from the Government, if applicable. With the offer of appointment, the expert is provided with various documents and forms related to medical instructions, inoculation requirements, travel, visa, conditions of service, the 200 series of Staff Rules and Regulations, and Pension Fund regulations, if applicable. In addition, the expert is asked to designate an acceptable reporting date.

After the preappointment formalities have been completed, PPRS issues a letter of appointment, which the expert receives either during his briefing in Vienna or at the duty station if briefing was not considered necessary.

### Briefing of project personnel

It is the practice to bring most project personnel to Vienna for briefing, particularly if it is their first assignment with UNIDO. The amount of time spent in Vienna depends on various factors, mainly the duties to be performed and the length of the assignment.

.../...

<u>Category of project personnel</u>	<u>Briefing period</u>
Experts	1 - 2 days
Project managers	1 - 3 weeks
Administrative officers	1 - 2 days
Associate experts	1 - 2 days
United Nations volunteers	Depending on assignment
Regional advisers	1 - 4 weeks
Interregional advisers	Not applicable
Industrial development field advisers	1 - 4 weeks
Junior professional officers	1 - 4 weeks
OP&S experts	1 - 2 days

#### Extension of contracts

When a Government requests the extension of an expert's contract, the backstopping officer in IOB processes the P.5 action through FINS following the procedure used for the original appointment.

Requests for extension of contracts should be processed whenever possible at least three months before the existing contract expires. This is particularly important when PPRS has to obtain the approval of further release from the expert's own Government, especially if he is a government official. Most experts are also required to undergo a medical examination before the extension can be granted.

#### Recruitment reports

##### Status of recruitment for UNIDO field project posts

A confidential document indicating the status of recruitment for UNIDO field project posts is issued monthly, except in January, and is distributed to Governments, national recruitment services, UNDP resident representatives and some staff members of the UNIDO secretariat.

.../...



Information is presented according to geographical area, English-speaking Africa, French-speaking Africa, Latin America, Asia and the Pacific, and Europe and the Middle East. The countries listed in each geographical area are indicated in alphabetical order. The following items are included in the report:

- (a) The post identification number quoted in each job description and used to identify the request;
- (b) The post title, which identifies either the broad occupational field in which assistance has been requested or the specific job in this field;
- (c) The date of expiration of the period set for recruitment;
- (d) The names and nationalities of all candidates under consideration for the post. After the person has been selected and appointment formalities have been initiated, only the name of the person selected will appear;
- (e) Technical assessment of the candidate's professional qualifications for the specific post, i.e. recommended, recommended with reservation or not recommended;
- (f) The date of submission of a candidate or a panel of candidates to the requesting Government;
- (g) The date the offer of appointment was made to a candidate;
- (h) The date on which the candidate is to report for duty once he has accepted the offer of appointment.

#### Vacancy list

A list of vacancies is issued monthly except in January and is distributed to Governments, national recruitment services, UNDP resident representatives, some members of the UNIDO secretariat and other selected organisations in a position to provide or contact candidates to fill posts.

.../...

Any candidate interested in a UNIDO post can consult the document in any of the offices mentioned above. It is not the practice of UNIDO to provide this document to individuals, in order to discourage persons from applying for posts for which they may not be qualified. The candidate interested in any of the vacant posts listed can either obtain a copy of the job description from one of the offices mentioned above or apply to UNIDO.

The list contains the following information: post title, country of assignment, post key code number, duration of assignment and deadline for submission of candidates. The vacancies are listed in accordance with the groups of activities.

#### Appointment list

A list of appointments confirmed is issued every month and distributed to all recruitment sources and some staff members of the UNIDO secretariat. It contains the following information: country of nationality of expert, name of expert, post identification number, duration of assignment and specialization (classification).

Annex I

POST IDENTIFICATION CODE FOR TECHNICAL CO-OPERATION PROJECTS

1. The Post Identification Code for Technical Co-operation Projects is recorded on all Personnel Action Forms, Programme Allotment Documents, Travel Authorizations, Miscellaneous Obligation Documents etc.
2. The Post Identification Code follows the pattern established by UNDP and comprises four sections:

a	b c d	e f	g
DP	COL/72/001	11-01	01

3. For the establishment of the different parts of the post identification code the following rules are applicable:
  - a) Sources of funds  
See section K of the UNIDO Codes for Computer Applications
  - b) Country codes  
See section D of the UNIDO Codes for Computer Applications
  - c) Year of approval  
This is the year in which the project was approved
  - d) Project number
    - i) For UNDP projects (including SIS projects) the project number will be assigned sequentially by the UNDP Resident Representative to all UNDP projects in a country, irrespective of the executing agency. The number will not be consecutive as far as any one agency is concerned.
    - ii) For projects financed from all other sources of funds, the sequential code will be assigned by Budget Section, PS.
    - iii) In case of any doubt as to the correct project number, Budget Section should be consulted.

.../...

e) Budget line component

- i) The budget line will in all cases be issued by Budget Section, FS
- ii) See UNDP/OPW/IV Page III E through E4. The first digit identifies the following major budget line components:
  - 1 project personnel
  - 2 subcontracts
  - 3 training
  - 4 equipment
  - 5 miscellaneous

f) Sequential numerical subdivision within budget line component

See also UNDP/OPW/IV Page 3E through E4

g) Groups of activity

See Section B of UNIDO Codes for Computer Applications

4. The MISPI number

A MISPI number will be assigned to each project and will be cross-referenced to the Project Identification Code. A project financed from more than one source of funds will have one Post Identification Code for each source of fund, but only one MISPI number. In addition to its other functions, the MISPI number is a coding linkage for projects financed from multiple sources.

5. The Project Allotment Document (PAD, form FS.69, Rev.2)

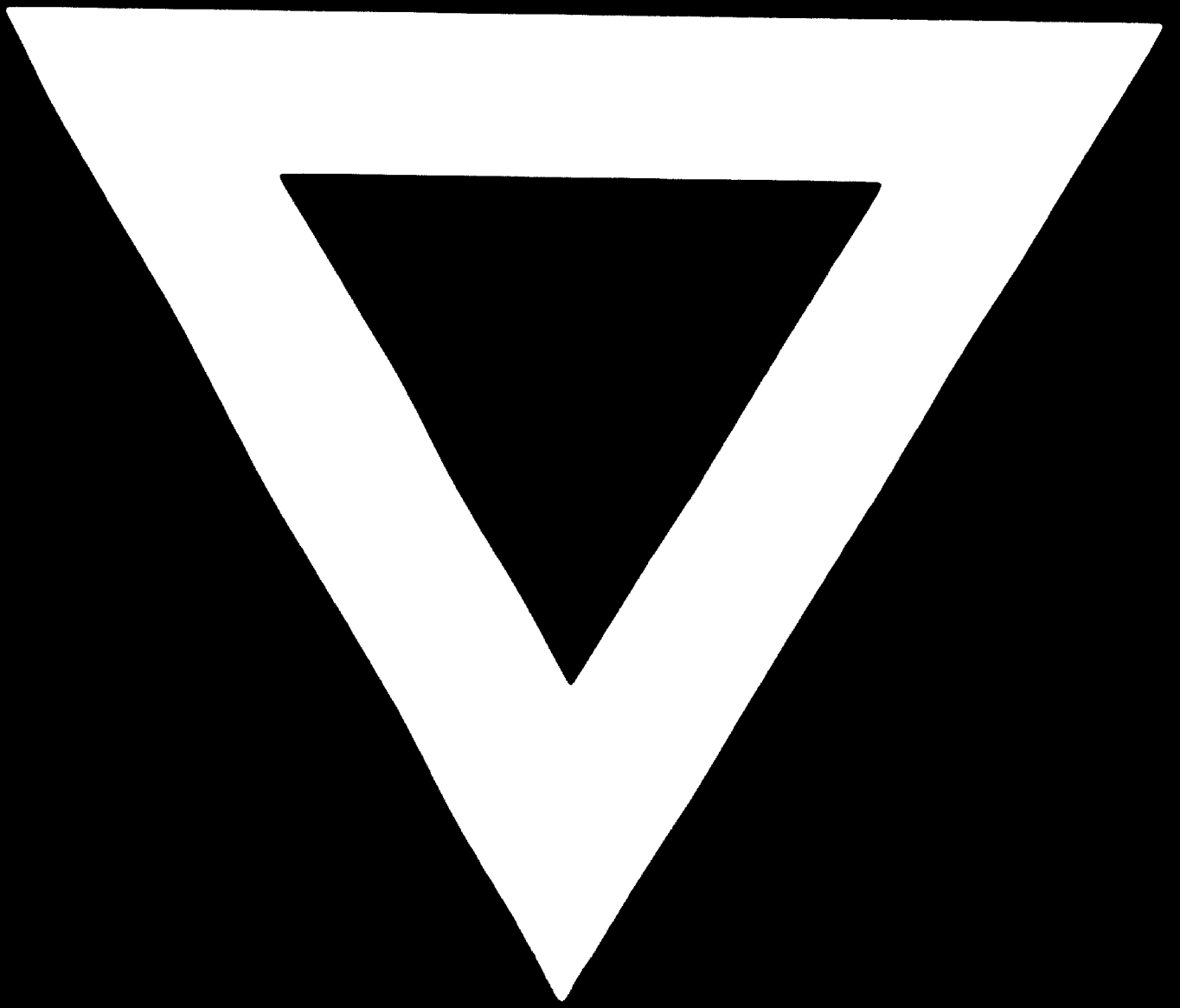
- a) The PAD issued by Budget Section, FS, will be the authoritative source document for the Project Identification Code. The code will appear in the box "particulars of project".
- b) The Budget Lines will appear in all cases on the Project Budget forms (FS.75) attached to the PAD.

Appendix II

**EXPLANATORY NOTES FOR COMPLETION OF LEFT-HAND SIDE OF FORM P.5**

- (1) Name Fill in the name if the action is for the extension of an assignment or for a transfer, otherwise leave blank.
- (2) Action Mandatory Indicate whether action is recruitment, extension or transfer, and state the number of man/months.
- (3) Effective date Indicate the approximate reporting date. If a specific date is required, explain this under item 11.
- (4) Type of appointment Leave blank.
- (5) Functional title Mandatory Use the same title as on the job description or in the Programme Allotment Document (PAD).
- (6) Category Leave blank.
- (7) Allotment account number Mandatory Insert post identification number, as appearing in PAD.
- (8) Leave Blank.
- (9) Official duty station Mandatory





**76.05.04**