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Programme**

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EXECUTIVE COMMITTEE OF  
THE MULTILATERAL FUND FOR THE  
IMPLEMENTATION OF THE MONTREAL PROTOCOL  
Sixty-ninth Meeting  
Montreal, 15-19 April 2013

**RECRUITMENT PROCESS FOR THE POSITION OF CHIEF OFFICER OF THE  
MULTILATERAL FUND SECRETARIAT  
(FOLLOW-UP TO DECISIONS 67/37 AND 68/46)**

Pre-session documents of the Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol are without prejudice to any decision that the Executive Committee might take following issuance of the document.

1. As a follow-up to decision 67/37, the Secretariat prepared for the 68<sup>th</sup> meeting of the Executive Committee's consideration documents UNEP/OzL.Pro/ExCom/68/51 and UNEP/OzL.Pro/ExCom/68/51/Add.1 providing background documentation relating to the recruitment of the first and second Chief Officers in terms of process, arrangements and timelines. It contained in Part II information on the arrangements made by the Fund Secretariat for the Executive Committee to replicate its usual recruitment procedure to recruit the third Chief Officer, including consultation with UNEP's Executive Director and staff and with UNON representatives on the selection process under the new *inspira* recruitment system.

2. Given the need for further discussions on the matter at the 68<sup>th</sup> meeting, the Executive Committee formed a contact group to review the vacancy notice for the position and agreed on wording of the vacancy announcement (VA) of the post of the Chief Officer. Subsequently by decision 68/46 the Executive Committee decided to approve the VA for the post as attached in Annex XXVII of Document 68/53 of the report of the 68<sup>th</sup> meeting and to request UNEP to expedite the launching of the VA, as approved by the Executive Committee, in *inspira* and to facilitate the selection process. It also decided to approve the establishment of a selection panel consisting of three representatives of Article 5 countries, three representatives of non-Article 5 countries and two representatives of UNEP, who would review all applications, interview leading candidates and make a recommendation, if possible, to the 69<sup>th</sup> meeting of the Executive Committee, it being understood that the Secretariat would work expeditiously with Executive Committee members intersessionally to identify the three representatives of Article 5 countries and the three representatives of non-Article 5 countries, including the Chair of the Executive Committee.

3. The present document has been prepared by the Secretariat as a follow up to decisions 67/37 and 68/46 and contains four sections:

Part I provides an update of the VA status

Part II provides a report on the intersessional composition of the selection panel

Part III provides a revised timeline for interviews

Part IV presents a conclusion and a set of recommendations.

## **PART I: Launching of the VA**

4. By decision 68/46(c), a request to launch the post in *inspira* was initiated by the Office of the Executive Director (OED) shortly after the 68<sup>th</sup> meeting of the Executive Committee using the VA approved in Annex XXVII of document UNEP/OzL.Pro/ExCom/68/53, report of the 68<sup>th</sup> meeting of the Executive Committee.

5. At the final stage of building the VA, the Office of Human Resources Management (OHRMS) in New York advised the OED of the need to amend the competencies in the VA approved by the 68<sup>th</sup> meeting of the Executive Committee to be in line with the recently approved UN standards on competencies. In this regard, the OED drew the Chair of the Executive Committee's attention to the need to a change in the structure (not the substance) of the agreed text of the VA, to stay in line with *inspira* system's prescribed standards that provide for the integration of five competencies only instead of the seven that were agreed by the Committee.

6. The competencies now include Professionalism, Accountability, Communication, Leadership and Managing Performance as the five competencies against which potential candidates will be assessed. In this regard, the *inspira* system templates contain standard text for all competencies (apart from Professionalism) uploaded from the UN "Competencies for the Future Booklet". In order to be consistent with the text agreed with the Committee efforts to capture the essence of the two deleted competencies ("Vision" and "Empowering Others") were integrated within the five authorised competencies, with a view that the modified text meets the *inspira* standards.

7. After careful review the Chair of the Executive Committee endorsed the proposed changes in line with the requirement under the inspira system and agreed these with the OED. There was initially a need to also alter the educational requirement, however at the request of the Chair of the Executive Committee, the OED was able to maintain the section on the educational background as approved by the Executive Committee instead of the standard text used for all UN vacancies in the light of the importance some members of the Committee had attached to its wording.

8. In this regard and in line with decision 68/46(e) to request the Executive Director of UNEP to work with the Chair of the Executive Committee to keep the Executive Committee informed of progress made throughout the hiring process; consultation with the Chair of the Executive Committee took place on a regular basis to secure the Chair's concurrence with the revised text with a view to expediting the VA. The VA of the post of the Chief Officer was subsequently launched in inspira on 14 February 2013, with a closing date of 14 April 2013. However before the issuance of this document, the VA closing date was extended by 10 days with a new closing date of 24 April 2013 as per the attached Annex I. The Secretariat drew the OED's attention to the implication of the extended deadline on the long list not being available to the 69<sup>th</sup> meeting of the Executive Committee as initially anticipated. Annex II of this document provides a note from the OED sent to the Secretariat on 27 March 2013 explaining some difficulties with inspira leading to the decision at United Nations Headquarters to extend the deadline for application by 10 days.

## **PART II: Establishment of the Selection Panel**

### Nomination of non-Article 5 members in the selection panel

9. As a follow-up to decision 68/46(d), on 16 January 2013 the Chief Officer wrote to non-Article 5 members to provide two names from non-Article 5 countries, as the representative of the United Kingdom of Great Britain and Northern Ireland will be co-chairing the selection panel in her capacity as Chair of the Executive Committee. By letter of 4 February 2013, the Secretariat received nominations through the Chair of the Executive Committee that after consulting all non-Article 5 members, agreement was reached to nominate Mr. John Thompson (USA) and Mr. Atsushi Suginaka (Japan) to serve on the panel.

### Nomination of Article 5 members in the selection panel

10. On 16 January 2013, the Chief Officer also wrote to Article 5 member focal points, requesting that three names be provided for membership of the selection panel to the Secretariat preferably no later than 1 February 2013. The Secretariat sent a reminder letter to all Article 5 members on 6 February 2013 and suggested that it might be helpful that the nominations be coordinated through Ms. Ruzin, (Serbia) representing the Vice Chair of the Executive Committee. A further reminder was sent on 4 March 2013 to Ms. Ruzin expressing concern that the Secretariat had not yet received nominations of the three members from the Article 5 countries for the selection panel as required by decision 68/46(d) and requested her to kindly coordinate and provide the names no later than 15 March 2013, to facilitate the Secretariat to make logistical arrangements accordingly, in particular travel arrangements for sponsored delegates. The reminder letter from the Chief Officer highlighted the necessity that nominations of the three members from the Article 5 parties for the panel must be agreed by all seven Article 5 members of the Executive Committee and was copied to all Article 5 members. During the process, the Secretariat was copied a proposal from Uganda, Serbia and India respectively. However, at the time of writing of this document no formal proposal with regards to the three members of Article 5 countries to be serving in the selection panel of the Chief Officer post had reached the Secretariat. Some Article 5 parties members expressed preference that the matter be discussed during the Executive Committee meeting.

### Nomination of the two UNEP representatives

11. Decision 68/46(d)(v) indicates that one of the two representatives on the selection panel would be the Ozone Secretariat. As a follow-up to decision 68/46(d) and (d)(v), by letter of 18 January to

Mr. Steiner, the Chief Officer requested that the names of the UNEP representative that would participate in the selection panel be provided to the Secretariat so that the names would be communicated to the Executive Committee members during the 69<sup>th</sup> meeting. The reply from the Executive Director to the Chief Officer of 22 March 2013 on the subject matter is attached as Annex III of this document for the Committee's consideration.

**PART III: Tentative timeline of the recruitment process of the new Chief Officer**

12. Based on the VA deadline of application of 14 April 2013, it was anticipated that the long list of applicants could be made available by the OED representative by the third day of the meeting at the earliest with a view to enabling the selection panel to meet and agree on a shorter list for interview, at the end of the 69<sup>th</sup> meeting of the Executive Committee, possibly on Saturday 20 April 2013. On this basis, an outline was discussed with the representative of the OED during the Chief Officer's mission to Nairobi at the margin of the Universal Governing Council on the assumption that the 70<sup>th</sup> meeting of the Executive Committee might take place either in Bangkok back-to-back with the Open-Ended Working Group or in Montreal on 15-19 July 2013. However as a result of the change in the VA closing date and based on the note sent by email to the Secretariat for the Chair's attention on 27 March 2013 from the OED to the Chair of the Executive Committee, it is suggested that the selection panel members would be provided with the list of applicants as soon as available by 26<sup>th</sup> or 29<sup>th</sup> April 2013 with a view to conduct the final interviews in June in Bangkok.

13. In this regard, the note from the OED suggests that the selection panel members would need to work inter-sessionally with a full mandate to conduct the desk review and screening process and the assessment of the written tests. A suggested timeline is presented below:

- 15-19/04/2013                      69<sup>th</sup> meeting of the Executive Committee (Montreal)
- 24/04/2013                              Closing Date of the VA
- 25 - 26/04/2013                      Download of the complete list of applicants available from inspira
- May 2013                                Intersessional consultations of the selection panel to review the long list and agree on the interview list (modalities to be decided)
- 21- 22/06/2013                      Interviews in advance of the OEWG (Bangkok)
- 24-28/06/2013                      33<sup>rd</sup> open ended working group of the Ozone Secretariat (Bangkok)
- 1-5/07/2013                              70<sup>th</sup> meeting of the Executive Committee (Bangkok) and report on progress  
Or  
15-19/7/2013                              70<sup>th</sup> meeting of the Executive Committee (Montreal) and report on progress

14. As a follow-up to decision 68/46(d)(iv) UNEP would assist the selection panel throughout the process of selecting the candidates and would provide a briefing on the use of the established interviewing method within the United Nations. Information on the briefing for the selection panel is pending on the ED's feedback.

15. Annex IV of the documents provides the extract from the inspira manual on evaluation of candidates and a brief on understanding of the long list and short list concept. The option to conduct a written test before composing the shorter list/interview list would be left at the discretion of the selection panel or the hiring manager.

**PART IV: Conclusions and Recommendations**

16. The Executive Committee may wish to:

- (a) Take note of document UNEP/OzL.Pro/ExCom/69/37;
- (b) Approve Annex I containing the revised vacancy announcement for the post of third Chief Officer with a closing date of 24 April 2013;
- (c) Note the Executive Director's reply to the Chief Officer of 22 March 2013 regarding the two UNEP representatives in the selection panel;
- (d) Approve the establishment of a selection panel consisting of: the United Kingdom of Great Britain and Northern Ireland, the United States of America and Japan representing non-Article 5 countries, and xxx, xxx, xxx, representing Article 5 countries and Mr. Achim Steiner, or Ms. Amina Mohamed on Mr. Steiner's behalf, and Mr. Marco Gonzalez representing UNEP;
- (e) Note the OED Chief of Staff's note to the Chair of the Executive Committee on the selection process for the Chief Officer;
- (f) Approve a three phased screening process by the selection panel for a) a desk review of applications and "longlisting" b) written test and interview of the shortlisted candidates by the panel and c) selection of 3 candidates to be proposed to the Secretary General for his final decision; and
- (g) Request the selection panel to report through the Chair of the Executive Committee to the 70<sup>th</sup> meeting of the Executive Committee on progress made on the selection process of the Chief Officer.

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## Job Opening

<b>Job Title:</b>	CHIEF OFFICER, Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol, D2
<b>Department/ Office:</b>	United Nations Environment Programme
<b>Duty Station:</b>	MONTREAL
<b>Posting Period:</b>	13 February 2013-24 April 2013
<b>Job Opening Number:</b>	13-PGM-UNEP-26476-D-MONTREAL (X)

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**United Nations Core Values: Integrity, Professionalism, Respect for Diversity**

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### Org. Setting and Reporting

The United Nations Environment Programme (UNEP) is the United Nations system's designated entity for addressing environmental issues at the global and regional level. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action. The Secretariat of Multilateral Fund (MFS) for the Implementation of the Montreal Protocol is dedicated to reversing the deterioration of the Earth's ozone layer. It was established in 1991 to assist developing countries to meet their Montreal Protocol commitments in complying with the control measures of the ozone-depleting substances. The Fund Secretariat in Montreal assists the Committee in this task. The Secretariat is administered by UNEP. This post is located in UNEP/MFS at the Montreal duty station. Under the guidance and instruction of the Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol, the Chief Officer will assist the Executive Committee in the discharge of its functions and report to it.

### Responsibilities

Directing the development of the Multilateral Fund strategic plan, operational policies and guidelines. Developing three-year budgets and plans for the Multilateral Fund for consideration by the Executive Committee. Managing the financial resources and developing plans and strategies on the basis of available financial resources. Managing relations with, and coordinating the work of the implementing agencies of the Multilateral Fund: UNDP, UNEP, UNIDO and the World Bank. Establishing and managing effective relations with Article 5 countries to promote environmental issues and ensure the achievement of the Montreal Protocol phase-out targets. Directing the assessment of activities and projects established on the basis of developing countries' compliance needs. Effectively managing the Secretariat by providing leadership in fostering UN values and principles through setting performance objectives and standards, conducting performance appraisals, assessing staff training needs, and establishing short and long term goals and objectives.

### Competencies

Professionalism: Demonstrates professional competence and mastery of subject matter, is conscientious and efficient in meeting commitments, observing deadlines and achieving results. Accountability: Operates in compliance with organizational rules and regulations, delivers outputs within prescribed time, cost and quality standards. Communication: Listens to others, correctly interprets messages from others and responds appropriately. Demonstrates openness in sharing information and keeping people informed.

Leadership: Is proactive in developing strategies to accomplish objectives. Drives for change and improvement; does not accept the status quo. Empowers others to translate vision into results. Managing performance: Delegates the appropriate responsibility, accountability and decision-making authority. Makes sure that roles, responsibilities and reporting lines are clear to each staff member. Monitors progress against milestones and deadlines.

#### **Education**

Advanced university degree at masters or preferably Ph.D. level would be required with preference in economics, business administration, finance, public administration or any other relevant field.

#### **Work Experience**

A minimum of 15 years of professional working experience related to policy development, project evaluation and implementation, with at least 7 years at a senior level. Qualifying years of experience are calculated following the receipt of the first-level university degree recognized by the United Nations. Experience in dealing with international organizations and national governments as well as extensive knowledge of UN and UNEP policy and decision making structure is desirable.

#### **Languages**

English and French are the working languages of the United Nations Secretariat. For the post advertised, fluency in oral and written English is required. Working knowledge of another UN languages is an advantage.

#### **Assessment Method**

Evaluation of qualified candidates for this position may include substantive assessment which may be followed by a competency-based interview.

#### **Special Notice**

Staff members are subject to the authority of the Secretary-General and to assignment by him or her. In this context, all staff are expected to move periodically to new functions in their careers in accordance with established rules and procedures.

All applicants are strongly encouraged to apply on-line as soon as possible after the job opening has been posted and well before the deadline stated in the job opening. On-line applications will be acknowledged where an email address has been provided.

If you do not receive an e-mail acknowledgement within 24 hours of submission, your application may not have been received. In such cases, please resubmit the application, if necessary. If the problem persists, please seek technical assistance through the Inspira "Need Help?" link.

#### **United Nations Considerations**

The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. (Charter of the United Nations - Chapter 3, article 8). The United Nations Secretariat is a non-smoking environment.

#### **No Fee**

**THE UNITED NATIONS DOES NOT CHARGE A FEE AT ANY STAGE OF THE RECRUITMENT PROCESS (APPLICATION, INTERVIEW MEETING, PROCESSING, OR TRAINING). THE UNITED NATIONS DOES NOT CONCERN ITSELF WITH INFORMATION ON APPLICANTS' BANK ACCOUNTS.**


**UNITED NATIONS ENVIRONMENT PROGRAMME**

 Programme des Nations Unies pour l'Environnement      Programa de las Naciones Unidas para el Medio Ambiente  
 Програма Опнораниа Обединених Нацис за опрзориоуаи ерза      برنامج الأمم المتحدة للبيئة

联合国环境规划署


**MEMORANDUM**

To: Maria Nolan      Date: 22 March 2013  
 Chief Officer, MLF Secretariat

Cc: Fiona Walters  
 Executive Committee Chair

From: Achim Steiner      Reference: EO/MAR/28  
 Executive Director

Subject: **Recruitment of MLF Chief Officer**

Dear Ms. Nolan,

Thank you for your letter dated 18 January 2013, summarizing the decisions of the Executive Committee with regards to the recruitment process of the new Chief Officer of the Multilateral Fund and seeking my support to provide you with the names of the UNEP panel members.

I am pleased to confirm the following:

- I shall be attending the selection panel activities in person during the interviews that are provisionally scheduled around 21 June 2013, in Bangkok;
- Should it not be possible for me to attend, Ms Amina Mohamed, UNEP's Deputy Executive Director, will stand in on my behalf;
- Mr Marco Gonzalez, Executive Secretary of the Ozone Secretariat, will be one of UNEP's representatives;
- Either Ms Sylvie Lemmet, DTIE Director, UNEP or Ms Maryam Niamir-Fuller, GEF Coordination Director, UNEP, will also assist me in the recruitment process: I shall be able to confirm this to you shortly.
- Finally, Mr Michele Candotti, Chef de Cabinet, UNEP and Mr Jacob Duer, DELC, UNEP, will be the contact point in UNEP to provide assistance and support throughout the selection process and brief panellists accordingly.

Mr Candotti will keep you informed on any further development on this process.

Best regards,

NOTE FROM UNEP EXECUTIVE OFFICE

UPDATE ON THE RECRUITMENT PROCESS FOR THE MLF CHIEF OFFICER

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(Received by Email dated 27 March 2013)

Dear Ms. Walters,

Our previous correspondence on the matter refers.

The Vacancy Announcement was finally uploaded on inspira, on the basis of the mutually agreed text and with an exception that was brought to your attention in mid February 2013: closing date was set at 14<sup>th</sup> April 2013.

We had negotiated with the Office for Human Resources of the UN Secretariat in New York that applicants' names and applications would be released, exceptionally, by Tuesday 16<sup>th</sup> April 2013 (see Annex 2 below) in order to enable us proceed with the screening of applications and the shortlisting of best candidates to be admitted to the first selection process.

Unfortunately and unexpectedly, we subsequently received an automated message from inspira, stating that the deadline for this vacancy (and others) has been extended by 10 days, with a new closing date set at 24<sup>th</sup> April 2013. This measure has been taken to "*compensate for a period when the Inspira search functionality did not return the job opening(s) listed above*".

At this point, it will be impossible for us to obtain and subsequently avail to you the applicants' list and the relevant screening matrix. This is unfortunate and does not depend on our will or ability to comply. It is therefore imperative that we explore alternative options in order to:

- Keep the Committee fully updated on the status of this recruitment process
- Avail the applicants' list to you and to the selected panel members as soon as this is availed to us (by 26<sup>th</sup> or 29<sup>th</sup> April, as soon as this is released by New York)
- Provide you with a comprehensive selection matrix that will help us in the screening of applications and facilitate a consensus decision on the shortlisting of candidates.

Given the above, may I proposed to your and the Committee's consideration the following way forward, which will allow us run the final oral interviews next June in Bangkok:

- Given the probable high number of applicants, it is proposed that we adopt a 3 – phased screening process: 1) desk review of applications and "longlisting" of about 20 candidates to be admitted to a simultaneous written test; 2) written test and subsequent "shortlisting" of some 5 – 8 candidates to be admitted to the oral interview; 3) interview of the shortlisted candidates by the panel and selection of the 3 candidates to be proposed to the Secretary General for his final decision. We have often adopted this phased approach and it has proven effective, reliable and time / cost effective without underling the legitimacy of the selection panelists.
- The key decision that the Committee will have to take is about the modalities to: 1) be updated regularly on the progress in the selection process; 2) allow the selected panel members to work inter-sessionally with a full mandate in order to conduct the desk – review and screening process and the assessment of the written tests.

UNEP/OzL.Pro/ExCom/69/37

Annex III

It is assumed that oral interviews will take place in June in Bangkok, as communicated to me by the Chief Officer. To this end, the Executive Director has already booked this slot in his calendar and he will be available to co-chair the interview panel as agreed.

Please do not hesitate to contact me for any clarification you may require. I'll liaise with the Chief Officer and the Secretariat in order to make myself available to the Committee in Montreal during your April meeting.

Best regards

Michele Candotti

Chief, Executive Office

UNEP

**ANNEX 1 – INFORMATION RECEIVED FROM INSPIRA (AUTOMATED MESSAGE)**

From: noreply-inspira/BKK/UNO@ESCAP  
To: Sunaina Dhadialla/UNEP/NBO/UNO@UNON, marica.friedrich@unvienna.org, Jackline Oduor/UNEP/NBO/UNO@UNON, Irene Mukuriah/UNEP/NBO/UNO@UNON, Christophe BOUVIER/UNEP/GVA/UNO@UNGVA, Maria Cunningham/UNEP/NBO/UNO@UNON, Anita MARINGER/VIENNA/UNO@UNOV, Henk Verbeek/BKK/UNO@ESCAP, Roselyn Ogembo/UNEP/NBO/UNO@UNON, Shahida Butt/UNEP/NBO/UNO@UNON, Michele Candotti/UNEP/NBO/UNO@UNON, Marica FRIEDRICH/VIENNA/UNO@UNOV, Jacob DUER/UNEP/GVA/UNO@UNGVA, Gert Pieltjes/UNEP/NBO/UNO@UNON, Anouk Paauwe/UNON/NBO/UNO@UNON, Millicent Karue/UNON/NBO/UNO@UNON, Christine Xaba-Caulker/NY/UNO@UNHQ, Jonathan Narvaez/NY/UNO@UNHQ, Achim Steiner/UNEP/NBO/UNO@UNON  
Date: 14/03/2013 10:01 PM  
Subject: Attention: Extension of deadline date for Job Opening 26476

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Dear Colleagues,

Please note that the following Job Opening(s) has been extended for a period of 10 days.

13-PGM-UNEP-26476-D-MONTREAL(X) {CHIEF OFFICER, Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol, D2}

This action is taken to compensate for a period when the inspira search functionality did not return the job opening(s) listed above.

Regards,  
Inspira Support Centre  
United Nations

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**ANNEX 2 – COMMUNICATION WITH INSPIRA ON POSSIBILITY OF RELEASING APPLICANTS' NAMES IN READINESS FOR THE MLF COMMITTEE MEETING IN APRIL 2013**

Christine Xaba-Caulker---14/03/2013 06:37:33 PM---Dear Irene, That will not be a problem. It will be Tuesday, COB, New York time though.

From: Christine Xaba-Caulker/NY/UNO@UNHQ  
To: Irene Mukuriah/UNEP/NBO/UNO@UNON@UN-MAILHUB  
Cc: Michele Candotti/UNEP/NBO/UNO@UNON  
Date: 14/03/2013 06:37 PM  
Subject: Re: Chief Officer (D2), Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol JO No.13-PGM-UNEP-26476-D-MONTREAL

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Dear Irene,  
That will not be a problem. It will be Tuesday, COB, New York time though.  
Regards  
*Chris Xaba-Caulker (Ms)*  
*Chief, Staffing Unit C*

UNEP/OzL.Pro/ExCom/69/37  
Annex III

*Headquarters Staffing Service*

Irene Mukuriah---14/03/2013 08:01:34 AM---Dear Christine, I am writing to you in reference to the advertised post of Chief Officer

From: Irene Mukuriah/UNEP/NBO/UNO@UNON

To: xaba-caulker@un.org

Cc: Michele Candotti/UNEP/NBO/UNO@UNON

Date: 14/03/2013 08:01 AM

Subject: Chief Officer (D2), Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol JO No.13-PGM-UNEP-26476-D-MONTREAL

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Dear Christine,

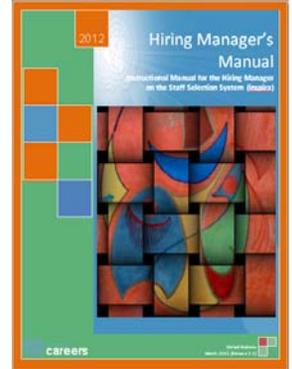
I am writing to you in reference to the advertised post of Chief Officer (D2), Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol JO No.13-PGM-UNEP-26476-D-MONTREAL. The JO closes on 14 April 2013.

We wish to put forward a special request to have all the screened candidates released to us by Tuesday, 16 April 2013. The reason is that the Chief of UNEP Executive Office will be going to Montreal that week to meet the Ex-Com and he would like to take this opportunity to have all applicants' names available to them to start the selection process.

Kindly let us know if this is achievable.

With my best regards.

Irene Mukuriah  
Executive Office  
United Nations Environment Programme (UNEP)  
P.O. Box 30552  
Nairobi 00100 - Kenya



At a glance...

## Evaluating Applicants

### Overview

The *Hiring Manager* for each job opening, shall assess each application against the applicable evaluation criteria. In doing so, the basis for this evaluation (e.g. application, cover letter, e-PAS, assessment exercise or interview) is indicated. The record should compare the applicant against the evaluation criteria and the job opening, not against one another.

### Your responsibility

Your responsibility during the evaluation of applicants is to:

- Evaluate each application against the evaluation criteria
- Mark applicants as 'not suitable' if they do not meet the Academic, Language or Experience requirement
- Long list applicants who seemingly meet the basic evaluation criteria requirements
- Short list applicants who seemingly meet the basic evaluation criteria requirements as well as the defined desirable qualifications
- Perform further assessments on short-listed applicants (e.g. specialized test and/or interview)

### Things to consider during your review

In evaluating the applicants, you should consider:

1. Applicants who rate unsatisfactory in one of the three areas (Academic, Language, Experience) shall be marked as not suitable
2. Applicants who seemingly meet the basic evaluation criteria should be placed on the long list for further consideration and possible movement to the short list.
3. Applicants who seemingly meet the basic evaluation criteria as well as any defined desirable qualifications as outlined in the job opening (this criteria shall be consistently applied to all applicants) are considered the most promising applicants for the position and should be placed on the short list. Those who do not meet the additional defined desirable qualifications shall remain on the long list for either possible further consideration and potential placement on the short list or as a final disposition.
4. In instances where the preliminary evaluation results in a large number of "short-listed" applicants, the way to reduce the number and get the best qualified applicants is to conduct an assessment to technical/substantive competence.
5. The substantive assessment of applicants for positions involving significant functions in the management of financial, human and physical resources as well as information and communications technology shall also take into account the relevant criteria included in the job opening.

#### *Inside...*

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## Questions to ask yourself during the evaluation

As you evaluate each applicant, you should ask yourself:

1. What has the applicant done in relevance to their work experience?
  - a. **Relevance (or similarity):**
    - What is their field of work?
    - Do they possess knowledge of a particular geographic region covered by the job?
    - Have they undertaken assignments that correspond to the job?
    - Have they published articles or books related to the job?
  - b. **Work environment:**
    - Do they have experience in the public sector and/or the private sector?
    - Do they have experience at the international and/or national level?
    - Do they have field experience or peacekeeping experience?
  - c. **Depth of experience:**
    - What is the nature and quality of their experience in their field of work? For example: the number and complexity of reports drafted for the legislative organs, the number and type of missions conducted, etc.
  - d. **Breadth of experience:**
    - Is their experience limited to a specialised field of work?
    - Are they multi-skilled and exposed to different fields of work?
  - e. **Accomplishments/Tangible results achieved:**
    - Does their application indicate any significant achievement?
    - Do they appear to be a results-oriented person?

f. **Progressively responsible experience:**

- Have they been working in the same position for many years?
- Or have they advanced in terms of responsibility or complexity of the job?

g. **Managerial experience:**

- Do they have the required number of years of planning and budgetary as well as supervisory experience?
- Do they have the required level of managerial responsibility (e.g., junior level management, mid-level management, senior level management, top-level management)?
- Do they have specific achievements, leadership, negotiation skills etc.?

2. Does the applicant meet the academic requirements of the position?



*Any information visible within the "Higher Education/ University degrees" section of the application is purely indicative and shall not be used as an Evaluation Criterion by the hiring manager. The verification of academic degrees will be conducted by OHRM in due course.*

a. **Relevance (or similarity):**

- Are their academic qualifications in line with the relevant field(s) of study?
- Do they possess academic credentials that are comparable to those articulated in the job opening?

**b. Breadth of qualifications:**

- Are their academic credentials limited to a specialised field?
- Are they multi-qualified and/or exposed to different fields of study?

3. Does the applicant possess the required language skills of the position? ("English and French are the working languages of the United Nations Secretariat.")

**a. Fluency:**

- Have they indicated fluency in at least one of the working languages?
- Do they have fluency in other UN official languages?
- Are they multi-lingual?
- Are they fluent in a non-UN official language that is required for the post?
- Have they indicated UN language proficiency?

## Understanding the Long List and Short List Concept

The *Hiring Manager* will review the list of screened applicants. The *Hiring Manager* is required to assess all applicants against the evaluation criteria as set out in the job posting. The evaluation should be evidence based with due consideration given to internal staff members of the Secretariat. From this review, the Hiring Manager will develop the following:

### 1

#### Not Suitable

A list of not suitable applicants will be created when:

- Applicants who rate unsatisfactory for any one of the three areas (Academic, Language, Experience) shall be marked as not suitable and no general comments are required.

#### *\*NOTE*

*You can return to the long list (provided the case has not been submitted to a Central Review body) to select additional applicants for the short list if it was determined that there are not enough applicants on the short list or none of the short listed applicants were recommended.*

### 2

#### Long List\*

A long list of applicants will be created when:

- The applicant(s) seemingly meets the basic evaluation criteria as outlined in the job opening, should be placed on the long list for further consideration and possible movement to the short-list.
- Applicants who do not meet the additional defined desirable qualifications shall remain on the long list for either possible further consideration and potential placement on the short list or as a final disposition.
- A rating is required for each of the three areas (Academic, Language, Experience) and a general comment is required **ONLY** for staff members of the United Nations Secretariat.

### 3

#### Short List\*

A short list of applicants will be created when:

- The applicant(s) who seemingly meets the basic evaluation criteria as outlined in the job opening, as well as any defined desirable qualification as outlined in the job opening (this criteria shall be consistently applied to all applicants).
- Applicants who are short listed will undergo further assessments, such as a specialized test and/or interview.
- A rating is required for each of the three areas (Academic, Language, Experience) and a general comment is required for All applicants.

