

Harmonized selection process

*Longer-term positions for
Locally recruited staff*

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I. Introduction

SCOPE

1. The paramount consideration in the recruitment and selection of WHO staff members shall be “the necessity of securing the highest standards of efficiency, competence and integrity”, as set forth in Staff Regulation 4.2.
2. The Harmonized Selection Process for longer-term positions in the General Service (GS) and National Professional Officer categories, is intended to provide WHO hiring units at the three levels of the Organization (Headquarters, Regional and Country Offices) with the principles governing recruitment and selection and specific guidance for filling ad hoc vacancies of longer-term positions in the General Service and National Professional Officer categories (hereafter referred to as “locally recruited staff”).
3. Unless provided otherwise, positions for WHO hosted partnerships will follow the same Harmonized Selection Process.
4. In the event that a longer-term position is to be filled for emergency response, some deviation in process may be required in order to fill the position on an urgent basis. Any such deviation should be either documented in the emergency Standard Operating Procedures (SOPs) or would require a waiver in writing from Director, Human Resources Management Department (HRD) at headquarters or Directors of Administration and Finance (DAFs) in the regions.
5. Harmonization of the process would also facilitate filling of local longer-term positions through a roster of pre-qualified candidates.

II. Guiding principles

GENERAL

6. The guiding principles behind all recruitment and selection activities are the following:
7. Objectivity: Screening shall be conducted with professional rigor, with candidates measured, based on the information they provided on their applications, against clearly established criteria, including experience, competencies and skills, and corporate priorities as indicated on the requisition/position description.
8. Transparency: The selection criteria and all phases of recruitment processes shall be transparent to staff and candidates.
9. Diversity: WHO’s workforce shall reflect diversity and strive to include persons with disabilities¹.
10. Accountability: The Selection Panel is responsible and will be held accountable for their selection recommendations, and the integrity and outcome of the process, up to the final selection decision.

¹ See Article 27 of the UN Convention on the Rights of Persons with Disabilities.

III. Priority Considerations

CORPORATE PRIORITIES

11. In filling an ad hoc vacancy, priority consideration will be given to the qualifications, relevant experience, demonstrated competencies and performance of the candidates in relation to the stated criteria of the position. Only candidates meeting the pre-defined essential requirements for a position, as per the job description and the requisition (formerly known as vacancy notice), can be selected. Other corporate priorities such as order of retention (staff members whose position is abolished and are under reassignment as per staff rule 1050.2) or diversity may also be taken into consideration in the selection among qualified candidates.

FULL REGARD TO INTERNAL CANDIDATES

12. To strengthen internal capacity and develop a more versatile and functionally mobile workforce at WHO and to provide career opportunities for staff, internal candidates who meet the essential requirements of the advertised positions are encouraged to apply. In accordance with Staff Regulation 4.4, without prejudice to the inflow of fresh talent at the various levels, positions shall be filled by reassignment of staff members in preference to other candidates.
13. Internal candidates are those holding a current WHO staff contract of a temporary, fixed term or continuing nature.
14. In the spirit of adopting harmonized practices across the UN, local staff from other UN agencies are recognized as internal candidates on a reciprocal basis only and without prejudice to the legal implications in cases of restructuring, downsizing and re-profiling.
15. In accordance with Staff Rule 1050.5.2, staff members shall be given due preference for vacancies during the reassignment period, within the context of Staff Rule 1050.4. Under e-Manual III.10.11.240, a staff member whose position has been abolished and who wishes to be considered for positions at a higher grade must apply and compete with other applicants in accordance with established selection procedures with due preference given to him or her during the reassignment period within the context of Staff Rule 1050.4. If assessed by the Selection Panel as meeting the essential requirements of the position, due preference requires that the staff member is included in any testing or interview, or is interviewed if no preliminary tests are being conducted. The Secretary of the Reassignment Committee ensures the Regional HR Manager/HR Specialist/HR Representative is made aware of such cases.
16. In addition, staff members whose appointments have been terminated in the context of a reassignment process, whose service has been satisfactory, are considered in preference to equally qualified external candidates for vacancies for which they are qualified, and have applied, during the 12 months following their separation.

DIVERSITY

17. The selection process will pay particular attention to the decisions/resolutions of the World Health Assembly on diversity.
18. WHO is committed to providing equality of access to employment, advancement and retention in the Organization, recognizing that it is in the Organization's interest to recruit and maintain a diverse and skilled workforce that is representative of the diverse nature of society, for example persons with disabilities.

IV. Eligibility Considerations

INTEGRITY

19. A staff member who has been separated from WHO or another UN organization for disciplinary reasons shall be banned from being hired under any contractual modality with WHO. Furthermore, a staff member who has resigned from WHO or another UN organization while under investigation for allegations of misconduct or in the course of disciplinary action shall be banned from work with WHO under any contractual modality until he/she is fully cleared from these allegations.

FAMILY AND SPOUSAL RELATIONSHIPS

20. Pursuant to Staff Rule 410.3 on Family Relationships and in order to avoid real or perceived family influence or conflicts of interest, applicants are required to disclose any family relationship with serving WHO staff members in their profile. The Regional HR Manager/HR Specialist/HR Representative and the Panel members must duly note and consider such information. A candidate who bears any of the following relationships to serving WHO staff members: father, mother, son, daughter, sister or brother, shall not be shortlisted and appointed.
21. Selection Panels must be cognizant of family or any relationships other than the six prohibited by Staff Rule 410.3 (father, mother, son, daughter, brother or sister), that may provide potential for family influence and conflict of interest. Therefore selection panels must exercise careful judgment before recommending a family member of a WHO staff member for selection, even if the family relationship is permitted under the Staff Rules.
22. The spouse of a staff member may be appointed, subject to paragraph 23 below, provided that he/she is fully qualified for the position.
23. Should a staff member who is related to another staff member as a family member or a spouse be hired, he/she shall not:
 - be assigned to serve in a position which is superior or subordinate in the line of authority to the position occupied by the staff member to whom he or she is related;
 - participate in the process of selection, assignment, reassignment or transfer of the related staff member.
24. Family relationships (as per paragraphs 20 and 21 above) of heads of offices (such as of a cluster, regional office or country office): Under no circumstances

shall a relative, including a spouse, be assigned to or recruited under any other contractual modality in the same office as the staff member who heads it.

AGE LIMITATIONS

25. Pursuant to Staff Rule 410.2, candidates under 20 or over 62/65² years of age shall not normally be considered for appointment.

FORMER STAFF OTHER THAN RETIREES³

26. With due consideration to the circumstances under which an individual separated from WHO or the UN Common System (which must be verified through reference checks), former WHO staff members may be recruited through re-employment or re-instatement depending on the period that has elapsed between the separation and the resumption of the new functions pursuant to Staff Rule 470 and what has been agreed pursuant to a Separation by Mutual Agreement following Staff Rule 1015, if applicable. Furthermore, the re-hired staff member may be required to reimburse in-part or in-full any monies received on separation.

RECRUITMENT OF GOVERNMENT PERSONNEL

27. Any candidate who is a government employee must disclose this relationship prior to recruitment. Candidates who are employed by a government or a government entity must either resign from said employment or must provide an official document to confirm that they are released from government service for the period of the WHO contract upon acceptance of an appointment with WHO. This rule does not apply to government employees who are seconded to WHO by tripartite WHO secondment agreements.

NATIONALITY

28. In accordance with Staff Rule 460, WHO shall not recognize more than one nationality for each staff member. The applicant, whether external to WHO or already a WHO staff member, should disclose all the nationalities he/she has, even if only one nationality is recognized by the UN Common System for the purpose of Staff Regulations and Staff Rules. Shortlisted candidates for locally recruited positions in the general service category should be legal residents of the geographical area of their duty station, i.e. nationals of the country of the duty station, or hold a valid residence or work permit, if required by the government of that country. For positions in the national professional officer category shortlisted candidates need to be nationals of the country of the duty station. Furthermore, all positions in the general service category are subject to local recruitment and, therefore, shall be filled, as far as possible, by persons recruited in the local commuting area of each office. The recognized place of residence for such locally recruited persons, irrespective of their nationality and of the length of time they may have been in the area, shall be determined as the place where the office concerned is located.

² In line with the implementation of resolution 70/244 on the mandatory age of retirement for staff recruited on or after 1 January 2014.

³ For retirees, please see Information Note 13/2014 'Conditions for early retirement and the employment of individuals who have either retired from the organizations of the UN common system, or who are aged 62 and above'.

V. Advertising vacancies

REQUISITIONS (former Vacancy Notice)

29. Before initiating a request to issue a requisition, the Hiring Manager will ensure that a position description reflecting the duties and recruitment profile is duly approved and classified and is in line with the approved HR Plan. It is recommended that special care and attention be given to the recruitment profile as reflected in the essential and desirable requirements and competencies of the position, and that the advice and guidance of the Regional HR Manager/HR Specialist/HR Representative be sought in this regard. The requirements and competencies indicated in the recruitment profile are crucial and will be reflected in the requisition, and subsequently used as the basis for screening and assessing applicants. Since requisitions reflect the content of a duly approved and classified position description, and are verified by the Regional HR Manager/HR Specialist/HR Representative, additional clearance of draft requisitions is not required.
30. Hiring departments are expected to carry out succession planning to ensure positions are filled on a timely basis. For this reason, selection processes launched to fill expected future vacant positions, such as to replace retiring staff members, is recommended to be initiated six months in advance of the foreseen date of retirement but no later than four months, with additional weeks added, should a revision to the position description be required.
31. Requisitions will indicate the potential to fill multiple positions of a similar (or generic) profile at the same grade level (specifically GS), including those of a temporary nature; and applies to both WHO staff and external candidates. In the course of a selection process, all recommended qualified candidates should be retained for consideration for similar positions at the same grade level, without the issuance of a further requisition or candidate assessment. Pre-qualified candidates of this kind, who meet the essential requirements of a similar position, should be presented for consideration to the relevant Hiring Manager once a vacant position is identified and in advance of issuing a requisition. Informal interviews may be held between the pre-qualified candidates and the new hiring manager.
32. In the event that the Hiring Manager does not select from among this pre-qualified pool of candidates, a requisition will be issued. For this reason, candidates who are retained for consideration for similar positions should continue to apply for positions of interest where they meet the essential requirements. A candidate's profile will remain active in this category for a period of 12 months from the date of the approval of the Selection Panel's recommendation. A prequalification of this kind does not constitute any obligation or commitment on behalf of the Organization to appoint, reassign or promote a candidate to a similar position. The requisition will include standard text to this effect.
33. The roster approach has been developed to meet the challenges of efficient and effective recruitment, attracting a talented new workforce and providing a path for career development internally. The roster concept has been proven to respond

faster and more effectively to staffing needs than through regular ad hoc recruitment processes. It considers the quality, suitability and availability of all rostered candidates to ensure rapid recruitment and decreases the amount of time spent in ad hoc recruitment processes for generic positions. This streamlined process has several features which are designed to ensure greater transparency and harmonization, including:

- consistency in testing and interviewing;
- opportunities for candidates to test and interview will be provided at regular intervals; and
- choice of English or another UN language depending on the major office as the main language for test and interview purposes, with the other language being assessed as a second language.

Once staff have been placed on a roster, they will remain on the roster unless they choose to be removed.

34. The approved generic position descriptions for positions at the general service level – which also constitute the terms of reference for temporary assignments – are available at the following link: <http://intranet.who.int/homes/odc/>
35. Requisitions are advertised using the corporate recruitment platform, Stellis, internally and externally for a minimum of two weeks. Advertising vacancies through appropriate local media, such as in the press, and/or with other UN agencies can be considered. In such cases, applicants will nevertheless apply directly to WHO.
36. All requisitions advertised through Stellis are issued in English, and may be advertised in another language depending on the target audience and specific duty station requirements.
37. Screening questions are formulated by the Regional HR Manager/HR Specialist/HR Representative in consultation with the Hiring Manager, for each individual vacancy on the basis of the essential and desirable requirements reflected in the requisition.
38. All persons who wish to apply to a published vacancy must complete or update their online profile. This form provides relevant information on a candidate's personal and professional background, including academic record, work history, language skills, residence status, nationality, family relationships and other elements that are essential in making an informed selection decision.
39. Applications received after the requisition has closed are not accepted.
40. While the requisition is published, the Regional HR Manager/HR Specialist/HR Representative will develop a timeline for the selection process (in keeping with the target 15-week timeline set out in Annex 1) and identify Panel Members, it being understood that the composition of the Selection Panel cannot be confirmed until the list of candidates is known, and an opportunity has been provided to raise any conflict of interest. During this period, the Hiring Manager will be responsible for developing a written test and/or presentation topic and interview questions for consideration by the Selection Panel later in the process.

41. Advertised requisitions will be reviewed for continued need and appropriateness if there is a change in structure, which may result with the requisition being withdrawn. The same applies during the course of the period of a requisition if there is a change in the Hiring Manager. In the event that a Hiring Manager wishes to withdraw a requisition, a written justification will be submitted to the Regional HR Manager/HR Specialist/HR Representative who may, if required, refer the request for decision to Director, HRD at headquarters, or to DAFs in the regions. If the selection is already underway, i.e. a Selection Panel has been formed and has met, the Selection Panel must be involved in the decision to withdraw the requisition. Candidates will be informed as soon as possible of the withdrawal of a requisition.

OUTREACH

42. The Hiring Manager and HR, wherever possible, are responsible for ensuring wide dissemination of the requisition through technical channels and networks, and various media (journals, social networks, job sites, etc.). In consultation with the Regional HR Manager/HR Specialist/HR Representative, the Hiring Manager considers the available options. Related costs are borne by the hiring unit.

VI. Selection Panel

43. Diversity among the members of the Selection Panel in terms of gender is desirable. In so far as possible, selection panels should include representation of both genders. Panel Members, except for staff association representatives depending on their availability and HR representatives, shall normally be at a grade not lower than that of the position to be filled. However, no panel members shall be at a level more than two grades below the grade of the position being considered. The Independent Panel Member and Staff Representative are identified from departments/divisions other than the department/division in which the vacant position is located.
44. All Selection Panel members will receive a comprehensive briefing, by the Regional HR Manager/HR Specialist/HR Representative, on the selection process including on the importance of confidentiality, the obligation to report any conflict of interest and must be familiar with competency-based interview techniques.
45. Joint recruitments across the duty station are encouraged in order to reduce the number of selection processes and ensure that candidates are assessed against the same criteria and in a consistent manner. Regional HR Managers, HR Specialists and HR Representatives will work together to identify positions for which joint recruitment is feasible. Once such positions are identified, the Regional HR Manager/HR Specialist/HR Representative is responsible for proposing the joint recruitment to the respective Hiring Managers. The only difference in panel representation for joint selections will be the possibility to have more than one hiring manager on the panel.

CONFIDENTIALITY

46. The confidentiality of the selection process is of paramount importance and must be fully respected. The selection process, from publishing the requisition through

to the offer of appointment, is strictly confidential and should not be disclosed outside the Panel at any stage. A breach of confidentiality may warrant the initiation of disciplinary procedure that may lead to the imposition of disciplinary measures. Once a selection report is finalized and signed by all Panel Members, the report is submitted to the decision maker. It is the responsibility of the hiring manager to inform his/her first level supervisor and Director of the outcome of the selection. Under no circumstances can the selection report be modified after being signed by the Panel Members. The integrity of the selection report reflecting the deliberations and the recommendations of the selection panel must be maintained.

CONFLICT OF INTEREST

47. “A conflict of interest occurs when, for example, a staff member's financial, personal or other non-WHO interest or commitment could reasonably interfere – or appear to interfere – with the staff member's ability to act impartially and to discharge his/her functions and to regulate his/her conduct with the interests of WHO only in view.”⁴ Where upon receipt of the background materials for a selection or at any stage of the selection process, a Panel Member becomes aware of a potential conflict of interest with regard to a candidate under consideration, another Selection Panel Member, or any aspect of the process where the Panel Member’s ability to be entirely objective may be compromised, the issue must be immediately brought to the attention of the Regional HR Manager/HR Specialist/HR Representative. At the first panel meeting, the Regional HR Manager/HR Specialist/HR Representative will use a checklist (see Annex 2) to ensure the Panel is aware and briefed on all aspects of the selection process. This checklist includes asking Panel Members to disclose any conflict of interest. When required, the issue may be referred for decision to Director, HRD at headquarters and to DAFs in the Regions.
48. If at any point during the process, a Selection Panel Member becomes aware that he/she or another Selection Panel Member has a relationship with any of the shortlisted candidates that could be construed as grounds for partiality (that is, blood relation, partnership, marriage or any other family or personal relationship that may impede impartial judgment), he/she should immediately inform the Regional HR Manager/ HR Specialist/HR Representative. The same applies to any Selection Panel Member who has a family or personal relationship with any other Selection Panel Member. When required, the issue may be referred for decision to Director, HRD at headquarters and to DAFs in the Regions.
49. Failure to disclose a conflict of interest may lead to the imposition of disciplinary measures.
50. For transparency, shortlisted candidates are informed of the names of Selection Panel members and observers (see paragraph 52), if any, as soon as the shortlist is confirmed. With reference to paragraph 47, any perceived conflict of interest should be raised with HR within 48 hours. The Regional HR Manager/HR Specialist/HR Representative will discuss the perceived conflict of interest with the other Selection Panel Members and take the necessary steps to find a replacement, if required. Any attempt by a candidate to

⁴ ‘Code of Ethics and Professional Conduct’ at https://intranet.who.int/public-drives/PubDept/DGO-CRE%20-%20Compliance%2C%20Risk%20Management%20and%20Ethics%20Office/Code/code_of_ethics_full_version.pdf.

influence a panel member will lead to their disqualification from the selection process.

PANEL COMPOSITION FOR HEADQUARTERS AND REGIONAL OFFICES

51. The standard Selection Panel is composed of four members, as follows:
 - the Hiring Manager, normally responsible for chairing the Panel;
 - a representative of the staff designated by the Staff Association;
 - an Independent Panel Member, preferably with technical knowledge of the subject area of the vacant position, from another cluster or department identified by the Regional HR Manager/HR Specialist/HR Representative;
 - Regional HR Manager/HR Specialist/HR Representative.
52. Each of the above has full panel member status and is required to sign the Selection Report. A Selection Panel Member who is designated to participate in the selection process is empowered to participate as a fully-fledged panel member and does not report back to the designator. The roles and responsibilities of the Selection Panel Members are detailed in Annex 3. In exceptional cases and upon unanimous approval of the Panel Members, observers may be allowed to sit in on a Selection Panel. Observers must not participate in any way in the Selection Panel's deliberations nor influence Panel Members at any time. Observers have to sign the conflict of interest and confidentiality forms.
53. For joint recruitments, there may be more than one assigned Hiring Manager on the selection panel.

PANEL COMPOSITION FOR COUNTRY OFFICES (CO)

54. The standard Selection Panel is composed of four members, as follows:
 - the Hiring Manager, normally responsible for chairing the Panel;
 - a representative of the staff designated by the Staff Association (designated by Regional Staff Association if none present at Country level), or Regional Staff Association or a Staff Association member from another Country office may participate via Videoconference if no representative can be designated at Country Level;
 - an Independent Panel Member, preferably with technical knowledge of the subject area of the vacant position, from another cluster, department or team, or from the regional office or a representative from another UN agency if there is a limited number of staff in the CO and identified by the HR Representative;
 - HR Representative, such as the HR focal point or Administrative Officer.
55. Each of the above has full panel member status and is required to sign the Selection Report. A Selection Panel Member who is designated to participate in the selection process is empowered to participate as a fully-fledged panel member and does not report back to the designator. The roles and responsibilities of the Selection Panel Members are detailed in Annex 3. In exceptional cases and upon unanimous approval of the Panel Members, observers may be allowed to sit in on a Selection Panel. Observers must not participate in any way on the Selection Panel nor influence Panel Members at any time. Observers have to sign the conflict of interest and confidentiality forms.

56. For joint recruitments, there may be more than one assigned Hiring Manager on the selection panel.

SELECTION PANEL MEETINGS

57. In the event that the Staff Association Representative or the Independent Panel Member cannot participate in the Selection Panel, this should be clearly documented in the Selection Report. In any event there should be at least three (3) panel members attending a panel session.
58. All Selection Panel Members should be available to attend all Selection Panel meetings in person or virtually. Only in very exceptional circumstances, such as an unforeseen long absence, should a Selection Panel Member be replaced once the process is under way. In such cases, the replacement Selection Panel Member must agree to accept all decisions made prior to the change in the Selection Panel. While it is to be avoided in so far as is possible, in the event that the replacement of a Selection Panel Member is necessary, it must be ensured that all candidates are interviewed by the same Selection Panel Members. If a panel member other than the hiring manager needs to be replaced, every effort should be made to find a replacement within 48 working hours. Any Selection Panel Member absence should be clearly documented in the Selection Report. Meetings may also be held through cost-efficient audio or video telephony (such as videoconference, skype).

VII. Screening

59. Only candidates meeting the essential requirements (education, language and experience) of the position, as per the position description and requisition, can be shortlisted and therefore selected. Internal candidates who meet the essential requirements are not automatically granted advancement in the process. Consideration of the desirable requirements will play a decisive role where there is a significant pool of candidates meeting the essential requirements. The Selection Panel will have the latitude to decide at which point to limit the number of candidates who will be retained for assessment.

PRELIMINARY SCREENING

60. The corporate recruitment platform conducts an automated preliminary screening of the applicants who applied during the defined posting period, based on responses provided by applicants to vacancy-specific screening questions.

IN-DEPTH EVALUATION OF PRE-SCREENED CANDIDATES

61. The results of the preliminary screening are made available to the Hiring Manager. Hiring Managers are required to verify that the pre-screened candidates meet the essential requirements of the position, and ensure that they are suitable for shortlisting (see Annex 4). The Hiring Manager proposes a shortlist of normally a maximum of five candidates. Any candidate proposed for inclusion in the shortlist should meet all of the minimum requirements, if not the desirables. Furthermore, the Hiring Manager should highlight where candidates have education or experience beyond the essential requirements, or any other asset that increases their suitability for the role.

62. WHO candidates whose responses to the screening questions indicate that they do not meet the essential requirements are also reviewed by the Hiring Manager in order to ensure that they have not mistakenly disqualified themselves.
63. Where a larger pool of suitably qualified candidates is identified, it is advisable to use an eliminatory written test to further screen candidates.

MINIMUM REQUIREMENTS – COMPENSATION AND EQUIVALENCY

64. Please refer to Annex 5 for guidelines on standard minimum experience and educational requirements. It is to be noted that these guidelines refer to minimum requirements and that a position may stipulate academic and experience requirements that go beyond these minimum requirements.
65. General Service staff who do not meet the minimum educational qualifications specified in the requisition, in accordance with e-Manual III.4.1.220, may be considered eligible to apply for Professional positions up to and including NO-C if:
 - it can be demonstrated that they have the full body of the knowledge required for the position in question; and
 - they have a minimum of six years of progressive WHO/UN experience relevant to the vacancy in addition to the minimum number of years indicated in the requisition.
66. For positions at the NO-D level and above, an advanced university degree is mandatory. However, for internal WHO and UN system candidates with a first university degree, four years of additional work experience relevant to the vacancy may be substituted for a Master's level degree. Those years are in addition to the minimum years required in calculating relevant work experience.

VIII. Selection process

CONFIRMATION OF SHORTLIST OF CANDIDATES AND NEXT STEPS

67. The Regional HR Manager/HR Specialist/HR Representative convenes a meeting of the Selection Panel through the most efficient medium available, in advance of which is made available background material relevant to the selection, including a list of applicants and the outcome of the screening process. The objective of the meeting is to establish a final shortlist and to agree on how to best assess the shortlisted candidates' suitability for the position. Decisions taken at this stage of the process are recorded (see Annex 2) by the Regional HR Manager/HR Specialist/HR Representative and will be included in the final Selection Report.
68. If after reviewing the Hiring Manager's evaluation of candidates, the Selection Panel is satisfied that a viable pool of candidates exists, the selection process will proceed on this basis. If only one candidate meets the minimum requirements, the Panel should secure approval of the approving authority (ADG of the cluster at headquarters, and the Regional Director in the regions or DAFs in the regions depending on the delegation of authority applied in the region) before proceeding with the selection process. In such cases, the Selection Panel should make a recommendation to either (i) recommend to proceed with one candidate, or (ii) re-advertise with same or different terms of reference.

69. Once the Selection Panel is satisfied that the above steps, the overriding spirit of transparency and equality, and the applicable Staff Regulations have been respected, the shortlist is agreed.

CANDIDATE ASSESSMENT METHODS

70. Once a shortlist is established, the Selection Panel agrees on the position-related competency-based questions and technical areas to be assessed in the selection process, in line with the competencies and requirements set out in the requisition. For GS positions, a written test, except for guards, cleaners and drivers, must be included in addition to the mandatory interview. For National Officer positions a written test and/or a presentation must be included in addition to the mandatory interview, with the Selection Panel deciding on which method(s) of assessment to administer.

71. Written test and interview questions and/or topics for presentation, as applicable, are normally developed by the Hiring Manager; however, they must be shared with all Selection Panel Members for their endorsement prior to being administered. Where there is a risk of a breach of confidentiality, Selection Panel Members may be provided with the test, topics for presentation and interview questions just before these take place. In all cases, the Hiring Manager will prepare expected answers to facilitate the Selection Panel's assessment of candidates. The weightings of the written test/presentation and interview are agreed by the Selection Panel before the assessments begin. The Selection Panel may also decide that certain elements are eliminatory.

- **ENTRY LEVEL TEST (OPTIONAL)**

72. An eliminatory entry level test may be administered to ensure candidates meet a vital minimum requirement, such as language ability. Generic entry level tests administered by other UN agencies are acceptable if they fit the purpose. Use of an entry level test is at the discretion of HR, and may be administered before the Selection Panel deliberates the initial shortlist; and through the most efficient and effective method.

- **WRITTEN TEST (MANDATORY, except for Guards, Cleaners and Drivers and can be replaced by a presentation for National Officer positions)**

73. The mandatory written test may be used as an eliminatory or complementary assessment tool. Written tests are normally administered to examine technical/functional competence and/or to assess writing skills in the languages specified in the requisition.
74. Written tests are administered in the most efficient and effective way as evaluated by HR, furthermore they are conducted blind normally using the e-testing facility; written tests may be invigilated. Any costs incurred of invigilation will be borne by the hiring department. HR is responsible for ensuring anonymity of test papers during the assessment phase.
75. The test must be relevant to the functions of the position as reflected in the requisition and objectively designed. Written test questions are normally developed and evaluated by the Hiring Manager, and shared among the Selection Panel Members for their review. Should any person outside the Selection Panel develop or score written tests, their identification must be revealed to all Panel

Members, and any such person must sign a Conflict of Interest/Confidentiality form. A minimum of two scorers is required, at least one of whom would normally, and as far as possible, be a Selection Panel Member and who must score independently. Only after the interviews have been completed, can the individual written test scores of interviewees be revealed to Selection Panel Members.

- **PRESENTATION (OPTIONAL for National Officer positions)**

76. For National Officer positions, the panel may decide that a presentation would be necessary. The topic of the presentation, as well as expected answers, would be agreed by members of the panel just before the presentation is made. The Panel will then evaluate the presentation as a group.
77. Candidates will be informed that failure to reference material from any source, including the internet, intranet, WHO publications and academic material (including that to which they have contributed), will lead to the disqualification of their application and, in the case of WHO staff members, may lead to the imposition of disciplinary measures. In all cases, the papers are submitted through a programme to detect plagiarism, with the allowable rate not more than 12%.

- **INTERVIEW (MANDATORY)**

78. Interviews are subject to the receipt of copies of certificates of candidates' formal education qualifications from accredited educational institutions. In the invitation to interview, candidates must be asked to provide, if they have not done so already, copies of their educational certificates; they must also be reminded that they will only be interviewed if their certificates prove they have the education they claim in their profile and their qualifications are from a certified educational institution.
79. The Regional HR Manager/HR Specialist/HR Representative arranges the interviews. The interview includes technical/job specific and competency-based questions. The technical component may be a presentation. Interviews may also assess aspects such as general attitude, and overall suitability for the position and service in an International organization. It is limited to a maximum of five competency areas as reflected in the requisition⁵. Follow-up and probing questions are encouraged to elicit more information from the candidate. The same technical skills and competencies will be explored for all candidates competing for a particular position.
80. Competency-based interviews will, insofar as is possible, include questions in all languages specified in the minimum requirements of the position description, in order to ascertain whether the candidates meet the language requirements set out in the requisition. If knowledge of a second language is an essential requirement, this must be assessed at the interview stage either through a competency-based question or a general question in that language, unless already assessed in the written test prior to the interview. To this end, it is important that the Selection Panel has the capacity to assess these languages.

⁵ The Enhanced WHO Global Competency Model can be found at https://intranet.who.int/homes/pml/documents/enhanced%20who%20global%20competency%20model_february%202015.pdf

81. Competency-based questions will be appropriately designed to offer equal opportunity of success to all candidates shortlisted. For example, competency-based questions should be so written that a candidate on a temporary contract at the G.3 level has equal chance of being able to reply to questions as a candidate on a longer-term contract at the same grade.
82. All candidates must be interviewed through the same medium whether candidates are present in the duty station or not. Interviews will be conducted face-to-face (no travel should be involved), however if candidates are at different locations, interviews can be conducted through cost-efficient video telephony or other telecommunications application software, or if no other option is viable, by telephone. Video telephony or other telecommunications application software includes, but is not limited to, videoconference, Skype and FaceTime. The method for interviewing candidates by video telephony or other telecommunications application software for one selection may vary for technical reasons. In the event that an internal or external candidate elects or agrees to deviate from the standard medium used by the other candidates in order not to hold back the process, this will be deemed acceptable and should be documented accordingly.
83. The Selection Panel will interview all shortlisted candidates, with the Regional HR Manager/HR Specialist/HR Representative, normally, completing an individual Candidate Assessment Form (Annex 6) for each candidate, reflecting the Panel's collective assessment.
84. To be eligible for inclusion on the Roster for generic support positions, candidates must achieve the following minimum standards in the written test (for both temporary and longer-term opportunities) and in the competency-based interview (for fixed-term opportunities):

Level	Written Test (temporary and fixed-term)	Competency-based Interview (fixed-term only)
G.4	<ol style="list-style-type: none"> 1. At headquarters Geneva 60% overall, and 50% in each test element. 2. All other locations the pass rates to be determined by the region/office. 	All interview elements must be assessed at least at an acceptable level.
G.5	<ol style="list-style-type: none"> 1. At headquarters Geneva 75% overall, and 65% in each test element. 2. All other locations the pass rates to be determined by the region/office. 	All interview elements must be assessed at least at an acceptable level.

85. A staff member or external candidate on the GS Roster is eligible to be considered for a position at the highest grade for which they have been rostered, and for those grade levels below. For example, a staff member or external candidate who has passed the written test at the G.5 level may also be offered opportunities at the G.4, and G.3 grades and with the corresponding salary levels of those generic positions.

86. While a staff member holding a continuing or fixed-term appointment may be reassigned to a position at the same grade level whenever it is in the interest of the Organization (SR 565.2), a rostered staff member may also avail of the GS Roster to request to be considered for reassignment to another generic position at the same grade. Staff members are expected to remain on a longer-term position for a minimum of two years.
87. Staff members holding fixed-term or continuing appointments who have been selected through ad hoc vacancy notices for a generic longer term position (see link in paragraph 34) may be placed on the Roster for the grade and generic position they currently occupy. They will not be required to pass the corresponding written test and competency-based interview.

IX. PMDS and Reference checks

88. The three most recent PMDS reports of WHO candidates who are included in the shortlist for interview are consulted by the Regional HR Manager/HR Specialist/HR Representative and are made available to Selection Panel Members at the Selection Panel meeting, once the interviews have been conducted and are to be discussed as part of the deliberations.
89. In the case of external candidates, reference checks will be initiated and for UN staff members, performance appraisals will be requested, preferably before candidates are invited for interview. Although time constraints or other factors may require this step to be completed after the interview, references must be collected at the very latest before the final selection decision is made. Ideally, references are discussed as part of the final Selection Panel deliberations once interviews have been conducted. The Regional HR Manager/HR Specialist/HR Representative will request the candidate to provide references. For very technical positions, the Hiring Manager may have the network required for the reference checks and therefore request references together with the Regional HR Manager/HR Specialist/HR Representative. In all cases, references must be carefully documented.
90. At least two references must be taken from previous employers, using the standard WHO Reference Request Form (Annex 7). Guidelines on How to Take References (Annex 8) should be consulted.

X. Recommendation and decision

RECOMMENDATION

91. The Selection Panel discusses the overall results of the candidate assessment, and identifies the most suitable candidates.
92. The Selection Panel is responsible for finding a suitably qualified candidate for the position and the right fit for the Hiring Manager's team. It is at this point that the Selection Panel must take into consideration any additional assets of the suitable candidates that were identified during shortlisting; this means that Selection Panel deliberations go beyond the scores attained at written test or presentation and interview. In addition, during its deliberations, the Selection

Panel members may consider aspects such as PMDS, diversity, balance of knowledge within the team and team fit as elements that would justify recommending candidates that are not necessarily the top scoring candidate. The Selection Panel must explain the reasons for their recommendation and the candidates' ranking in the Selection Report.

93. In its deliberations, the Selection Panel must also be mindful of the priority, preference and consideration to be shown to different categories of staff members. On this basis, the Selection Panel submits a final recommendation in a Selection Report (Annex 9) to the appropriate decision maker, recommending, where possible, the candidates found suitable based on their overall performance in the assessment. If consensus is not reached, the differing views are fully documented in the Selection Report for consideration by the decision-maker who will make the final selection. The Selection Report must contain relevant documentation supporting the selection recommendation. This is particularly important as Selection Reports are not privileged documents and may be disclosed when an internal candidate asks to be informed of the reasons underlying the decision following the completion of the selection process. All Selection Panel Members sign the Selection Report.

DECISION

94. The Selection Panel makes its recommendation to the ADG of the cluster at headquarters, and to the Regional Director in the regions, depending on the delegation of authority applicable in the region.
95. Where recommended candidates are of equal merit, the priority, preferences and considerations set out in Paragraphs 6 to 10 will be observed.
96. Decision-makers have the same flexibility as the Selection Panel with reference to paragraph 92, and their decision may differ to that of the Selection Panel. Their decision must be fully documented and they will be accountable for that decision.

AFTER DECISION

97. For joint recruitments, if only one Hiring Manager is represented on the selection panel, informal interviews may be held between all recommended candidates and the other hiring managers. This informal interview in no way obliges an offer to be made since the spirit of the informal interview process is to ensure best fit within a team and/or with the hiring manager. If more candidates are recommended than there are positions, those not selected will be pre-qualified for future similar positions at the same grade. Should a recommended candidate decline an offer following a joint recruitment selection process, he/she may be considered for other positions within the specific joint recruitment pool of positions.
98. After the relevant decision-maker has selected a candidate, the Regional HR Manager/HR Specialist/HR Representative communicates the outcome to the Hiring Manager who is given the opportunity to personally inform the selected candidate. Once the selected candidate has been notified, the Regional HR Manager/HR Specialist/HR Representative confirms to the candidate his/her selection in writing, stipulating that a formal offer of appointment will be subject to prerequisites, including a medical examination. Upon the selected candidate's

acceptance of a formal offer of appointment, regrets are issued to the other candidates. In the event that the selected candidate declines the offer, the position will be offered to the second recommended candidate, if this was specifically mentioned in the Selection Report. If the Selection Report did not list the candidates found suitable in order of preference, the Selection Report will be referred back to the decision maker to decide on a second candidate. If no other suitable candidates had been identified in the Selection Report, the position should normally be re-advertised.

99. The original Selection Report and supporting documentation, including marked test paper results, conflict of interest and confidentiality forms, are confidential documents and are retained in HR, in accordance with the Recruitment Records Retention Schedule, for five years after the selection process has been completed.
100. Upon a staff member's request, feedback will be provided by HR. The content of this feedback will include: general information on preparing for tests and interviews, and an indication of the areas for development from the tests and/or interview. Specific results of the staff member or other candidates for tests and interview will not be divulged. Questions posed by candidates may be responded to within these boundaries.

XI. Accountability

101. The Selection Panel is responsible and will be held accountable for the integrity and outcome of the process, up to the final selection decision.

XII. List of annexes

1. Timeline for completion of selection process
2. Checklist and Record of decisions taken at 1st meeting of the selection panel
3. Selection panel composition
4. WHO hiring manager's guide to screening candidates
5. Guidelines on Standard Minimum Experience and Educational Requirements for General Service and National Professional positions
6. Candidate assessment form
7. Reference request form
8. Guidelines on how to take references
9. Selection report

Harmonized selection process

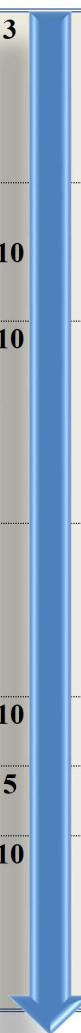
Annex 1: Timeline for completion of selection process

Step	Who	What	Timeframe		
Where position is to be filled, discuss succession planning decision	HM & HR	Decide between the following options: <ul style="list-style-type: none"> Advertise position with the same position description (PD) Advertise position with a revised PD 	<ul style="list-style-type: none"> 6 months in advance of expected vacation of the position (retirement) As early as possible in the notice period where the position is vacated unexpectedly (resignation, termination) 		
Where new position is to be created, develop recruitment profile	HM & HR	<ul style="list-style-type: none"> Develop recruitment profile that accurately matches the functions, and is likely to yield a viable pool of candidates 	<ul style="list-style-type: none"> As early as possible to ensure that selected candidate can be on board by target starting date 		
Requisition preparation	HR	<ul style="list-style-type: none"> Draft requisition to reflect content of classified PD Formulate screening questions based on the essential requirements and desirables reflected in the PD 	<ul style="list-style-type: none"> Within 3 working days of receipt of requisition request in GSM 		
				Working days	
1.	Advertise Requisition	HR	<ul style="list-style-type: none"> Requisition is advertised through Stellis 	<ul style="list-style-type: none"> Standard publication period of 2 weeks 	15
2.	Preparatory steps	HR & HM	<ul style="list-style-type: none"> Establish timeline for selection process Develop potential written test and interview questions and provide minimum standard responses in terms of substance/content expected for each question and corresponding scorings 	<ul style="list-style-type: none"> During requisition publication 	
3.	Compose selection panel⁶	HR	<ul style="list-style-type: none"> Request Staff Association to nominate representative Identify Independent Panel Member 	<ul style="list-style-type: none"> During requisition publication 	

⁶ Final composition of the Selection Panel can only be confirmed when the proposed Panel Members have had an opportunity, upon receipt of background file, to raise any potential conflict of interest.

Harmonized selection process

4.	Pre-screening	HR	<ul style="list-style-type: none"> • Stellis will automatically pre-screen on the basis of candidates' responses to screening questions • Provide HM with list of external candidates who appear to meet essential requirements, together with all WHO candidates 	<ul style="list-style-type: none"> • Within 3 working days of requisition closing date 	3
5.	In-depth evaluation of pre-screened candidates	HM	<ul style="list-style-type: none"> • Verify pre-screened external and UN candidates and all WHO candidates against essential requirements and desirables • Highlight any additional assets of candidates 	<ul style="list-style-type: none"> • 1 week to rate 50 applicants or less • 2 weeks for more than 50 applicants 	10
6.	Preparation for 1st meeting of the Selection Panel	HR	<ul style="list-style-type: none"> • Prepare background material for Selection Panel (including completed rating table, profiles, proposed written test and interview questions (including the minimum standard responses in terms of substance/ content expected for each question and corresponding scorings), gender balance overview of the hiring department's FT staffing) 	<ul style="list-style-type: none"> • Meeting to be scheduled within 10 working days of receipt of completed rating table 	10
7.	1st meeting of the Selection Panel	SP	<ul style="list-style-type: none"> • Confirm that no conflict of interest exists on the part of any Panel Member • Establish shortlist • Agree on assessment methods using the suggestion described in step 2 above to be applied in step 9 below. 	<ul style="list-style-type: none"> • Scheduling of 1st meeting must allow Panel Members sufficient time to review background material 	
8.	Administer written test	HR	<ul style="list-style-type: none"> • Administer written test through Stellis 	<ul style="list-style-type: none"> • Complete written test within 10 days of receipt of shortlist 	10
9.	Score written test	HM	<ul style="list-style-type: none"> • Score test papers according to a scoring rationale previously agreed by the Panel 	<ul style="list-style-type: none"> • Within 5 working days of receipt of test papers for scoring 	5
10.	Arrange interviews	HR	<ul style="list-style-type: none"> • Once list of interviewees is confirmed: <ul style="list-style-type: none"> • make logistical arrangements • notify candidates not shortlisted for interview after written test that their candidature will not be considered further 	<ul style="list-style-type: none"> • Interviews to take place within 10 working days of written test results 	10



Harmonized selection process

11.	Reference/PMDS check	HR	<ul style="list-style-type: none"> Initiate reference checks for external interviewees preferably before candidates are invited for interview through Stellis Consult performance appraisals (PMDS) of internal interviewees 	<ul style="list-style-type: none"> In parallel to interview arrangements 	
12.	Conduct interviews	SP	<ul style="list-style-type: none"> Assess interviewees against the WHO competencies identified for success in the position 		
13.	Panel recommendation	HR	<ul style="list-style-type: none"> Share PMDS and references of candidates with Panel Members for discussion during the Panel deliberations Draft selection report and circulate to Panel Members for signature. 	<ul style="list-style-type: none"> Within 3 working days of last interview 	3
14.	Decision	RD/ADG /DG	<ul style="list-style-type: none"> Consider Selection Panel's recommendation and take final decision 	<ul style="list-style-type: none"> Within 10 working days of receipt of recommendation 	10
					76 (15 weeks)
➤ Expected timeline for selection of FT locally-recruited staff: 15 weeks from requisition advertisement to selection decision					
	Communication of outcome to selected candidate	HR	<ul style="list-style-type: none"> Communicate the selection outcome to the selected candidate through Stellis and negotiate a start date 	<ul style="list-style-type: none"> Within one week of selection decision 	
	Notification to unsuccessful candidates	HR	<ul style="list-style-type: none"> Notify not selected candidates that their candidature will not be considered further through Stellis 		
	Start date	HM & Selected Candidate	<ul style="list-style-type: none"> Decide on start date that is mutually acceptable to hiring department and selected candidate 	<ul style="list-style-type: none"> External candidate (between 1 and 3 months) Internal candidate (up to 3 months) 	

Annex 2: Checklist and Record of Decisions taken at 1st Meeting of the Selection Panel

Date <small>Click here to enter a date.</small>		Requisition No.		
Panel members				
Hiring manager:		Independent panel member:		
Staff Assoc. rep:		HR rep:		
HR briefing to Panel members on: <ul style="list-style-type: none"> • Selection process • Importance of confidentiality • Disclosing conflict of interest • Verify if panel members are familiar with competency-based interview techniques 				
Conflict of Interest disclosed Yes <input type="checkbox"/> No <input type="checkbox"/>				
Shortlisted candidates	Candidate ID	Test date	Presentation instructions time/date	Interview date
Written test Yes <input type="checkbox"/> No <input type="checkbox"/>				
Time allowed to complete test	Scored by	Complementary <input type="checkbox"/> Eliminatory <input type="checkbox"/> Score or % required to pass:	e-testing <input type="checkbox"/> Invigilated <input type="checkbox"/> (Only in very exceptional circumstances)	
Presentation Yes <input type="checkbox"/> No <input type="checkbox"/>				
Preparatory time (given to candidate)	Maximum time to present	Maximum slides	Equipment required: <input type="checkbox"/> Projector <input type="checkbox"/> Laptop <input type="checkbox"/> HRO will use own laptop <input type="checkbox"/> No equipment – paper format only <input type="checkbox"/>	

Interview Face-to-face <input type="checkbox"/> Video <input type="checkbox"/>			
Technical questions <input type="checkbox"/> Other relevant information:			
Assessment weightings	Written test %	Presentation %	Interview %
Time frame & availability of panel members			
General comments			

Annex 3: Selection Panel Composition

For HQ and Regional Offices:

Role	Responsibility
<p>1. Hiring Manager Normally the first-level supervisor of the position under recruitment</p>	<ul style="list-style-type: none"> • Ensures a wide distribution of the requisition, with particular focus on WHO's diversity targets • Proposes shortlist and presents rationale for rating of pre-screened candidates • Develops test and interview questions with the support of HR, where appropriate • Proposes test and interview modalities and the evaluation criteria to be applied • Chairs proceedings
<p>2. Staff Association Representative Nominated by the Staff Association</p>	<ul style="list-style-type: none"> • Ensures due consideration is given to serving staff, in line with Staff Regulation 4.4 • Certifies and ensures correct and consistent application of rules, procedures and candidate evaluation criteria
<p>3. HR Manager/Specialist</p>	<ul style="list-style-type: none"> • Certifies and ensures correct and consistent application of rules, procedures and candidate evaluation criteria • Facilitates the recruitment and selection process by: <ul style="list-style-type: none"> ○ briefing the other Selection Panel members on the process and on their roles and responsibilities ○ managing administrative support to the selection process • Advises the Selection Panel on selection rules and procedures, at all times ensuring that due consideration is given to gender balance • Secretary to the Panel
<p>4. Independent Panel Member Staff member from another cluster or department identified by HR, and preferably with technical knowledge of the subject area of the vacant position</p>	<ul style="list-style-type: none"> • Has specific technical experience relevant to the position to provide professional assessment of candidates, including advice on written test development and scoring
<p>Observer Upon the Selection Panel's approval, observers may sit in on interviews for educational reasons</p>	<ul style="list-style-type: none"> • Must not participate in any way in the Selection Panel's deliberations nor influence Panel Members at any time. Observers have to sign the conflict of interest and confidentiality forms.

For Country Offices:

Role	Responsibility
<p>1. Hiring Manager Normally the first-level supervisor of the position under recruitment</p>	<ul style="list-style-type: none"> • Ensures a wide distribution of the requisition, with particular focus on WHO's diversity targets • Proposes shortlist and presents rationale for rating of pre-screened candidates • Develops test and interview questions with the support of HR where appropriate • Proposes test and interview modalities and the evaluation criteria to be applied • Chairs proceedings
<p>2. Staff Association Representative</p> <ul style="list-style-type: none"> • Nominated by Regional Staff Association if none present at Country level, or Regional Staff Association or a Staff Association member from another Country office may participate via Video Conference if no representative can be designated at Country Level 	<ul style="list-style-type: none"> • Ensures due consideration is given to serving staff, in line with Staff Regulation 4.4 • Certifies and ensures correct and consistent application of rules, procedures and candidate evaluation criteria
<p>3. HR Representative</p>	<ul style="list-style-type: none"> • Certifies and ensures correct and consistent application of rules, procedures and candidate evaluation criteria • Facilitates the recruitment and selection process by: <ul style="list-style-type: none"> ○ briefing the other Selection Panel members on the process and on their roles and responsibilities ○ managing administrative support to the selection process • Advises the Selection Panel on selection rules and procedures, at all times ensuring that due consideration is given to gender balance • Secretary to the Panel
<p>4. Independent Panel Member Staff member from another cluster or department identified by HR, and preferably with technical knowledge of the subject area of the vacant position</p>	<ul style="list-style-type: none"> • Has specific technical experience relevant to the position to provide professional assessment of candidates, including advice on written test development and scoring
<p>Observer Upon the Selection Panel's approval, observers may sit in on interviews for educational reasons</p>	<ul style="list-style-type: none"> • Must not participate in any way in the Selection Panel's deliberations nor influence Panel Members at any time. Observers have to sign the conflict of interest and confidentiality forms.

Annex 4: WHO Hiring manager's guide to screening candidates

Preliminary screening

1. A preliminary screening has been conducted by Stellis automatically using the applicants' responses to the screening questions specifically formulated for your requisition, and based entirely on the minimum requirements and desirables reflected in the position description. You are now provided with the results of the preliminary screening, which includes:

Screening table

2. The **screening table** includes all applicants and their respective responses to screening questions. WHO applicants are clearly indicated. The matrix has been filtered to identify the applicants who, on the basis of their responses to the screening questions, *appear* to meet all of the minimum requirements for the position. Where an applicant does not appear to meet a minimum requirement, it is highlighted as a potential fatal gap.

Rating table

3. The applicants who have been identified in the screening matrix as appearing to meet all of the minimum requirements for the position have been retained for further evaluation by you and are presented in the **rating table**. The minimum requirements and desirables for the position are also included in the rating table.

4. You are required to consider the Profiles of the retained candidates and award scores against the minimum requirements and desirables reflected in the rating table. A score of 2 points is awarded when the candidate meets a minimum requirement. Your judgment is required on whether the requirement is 'surpassed' or 'far exceeded'. The rationale for awarding scores for surpassing and exceeding minimum requirements should be consistently applied to all candidates, and will be presented to the Selection Panel at a later stage.

5. If a minimum requirement is not met (that is, there is no evidence in the candidates profile to support the candidate's positive response to a screening question), a score of 0 should be awarded. No score is awarded for "partially" meeting a minimum requirement. Hence, there is no scope in this section to award 1 point. In accordance with the *Guidelines on standard minimum experience and educational requirements for international and national professional positions of 1 January 2017*, relevant experience beyond the minimum requirement may compensate for educational requirements, and vice versa beyond post-secondary education. Where education or experience requirements have been compensated for in this manner, the candidate is considered to have met the minimum requirement, and should be rated accordingly.

6. Where the minimum education or experience requirement is not met, constituting a fatal gap, you are not required to continue rating the candidate against the remaining criteria, other than in the case of a WHO candidate (see paragraph 9 below).

7. A column is provided in which comments should be included on why you consider the minimum requirement not met, or other comments on the general suitability of the candidate. This information will be very useful for other Panel Members for whom the awarding of scores may not clear.

8. The candidates' self-evaluation of language skills is included in the rating table. Since this evaluation cannot be verified at this point in the process, it can only be taken into consideration where a candidate has indicated no knowledge of a language, and where that language has been reflected as a requirement in the vacancy notice.

WHO candidates

9. Due consideration must be given to all WHO candidates. In an effort to ensure that all WHO candidatures are thoroughly examined, those who, on the basis of their responses to screening questions, do not appear to meet the requirements, are nonetheless listed in the second part of the rating table, and rated against the minimum requirements. It is strongly encouraged that you also include comments explaining the score in the column provided for this purpose.

Proposed shortlist

10. A maximum of five top-scoring candidates is normally proposed for the shortlist and further assessment.

11. Please be mindful that any candidate proposed for inclusion in the shortlist should meet all of the minimum requirements, if not the desirables. A candidate's failure to meet one or more of the minimum requirements may **not** be compensated by satisfying one or all of the desirables. Furthermore, the Hiring Manager should highlight where candidates have education or experience beyond the essential requirements, or any other asset that increases their suitability for the role.

12. The completed candidate rating table will be considered for transparency and accuracy by the Selection Panel. If required, adjustments may be made resulting from the Panel's discussion. The final rating table will be attached to the Panel's recommendation.

Diversity

13. The proposed shortlist should reflect diversity in terms of gender. Hiring Managers will be expected to shortlist at least one qualified woman meeting all of the minimum requirements of the position.

Annex 5: Guidelines on Standard Minimum Experience and Educational Requirements for General Service and National Professional positions

1. Educational Requirements

The following represent the **minimum** number of years of experience and educational level required at each of the grades shown below. In some cases, the Hiring Managers may consider that more years of experience or a higher level of educational qualification may be the minimum required to carry out specific functions and this should be reflected accordingly in the position description and subsequent vacancy notice.

<u>Grade⁷</u> <u>qualifications</u>	<u>Minimum no. of years of</u> <u>relevant work experience⁸</u>	<u>Minimum relevant educational</u>
G2	1 year	Secondary, technical or commercial school
G3	2 years	Secondary, technical or commercial school
G4	3 years	Secondary, technical or commercial school
G5	5 years	Secondary, technical or commercial school
G6	8 years	Secondary, technical or commercial school
G7	10 years	Secondary, technical or commercial school
NO-A	1 year	First university degree. For WHO staff only, equivalent professional training or self-study/work experience
NO-B	2 years	First university degree. For WHO staff only, equivalent professional training or self-study/work experience
NO-C	5 years	First university degree. For WHO staff only, equivalent professional training or self-study/work experience
NO-D	7 years	Master's level university degree ⁹

The university degree and experience taken into account are limited to those of relevance to the position advertised. Only degrees from accredited institutions in the World Higher Education Database (WHED)¹⁰ will be considered.

2. Possibility of equivalency in self-study

In some instances, a degree may be replaced for WHO staff who do not meet the minimum educational qualifications specified in a Vacancy Notice and who may be considered eligible to apply for professional positions up to and including NO-C for locally recruited professionals, if they can demonstrate that:

- they have the full body of the knowledge required for the position in question;
and

⁷ General Service Graded levels run from G3 to G7, National Professional levels run from NO-A to NO-D.

⁸ Experience in developing countries an asset.

⁹ Or equivalent educational qualification.

¹⁰ (<http://www.whed.net/home.php>)

- they have a minimum of six years of progressive WHO/UN experience relevant to the vacancy in addition to the minimum number of years indicated in the vacancy notice.

Equivalent in self-study refers to the theoretical (technical or professional) knowledge in a discipline or field obtained through a programme of study designed and undertaken by the learner but which does not require participation in an organized educational training programme. The level of knowledge attained will be evidenced in the publication of monographs, articles in professional journals, official documents of a substantive nature, papers presented to conferences, etc.

Professional training is defined as a formally recognized certification emitted by a professional body qualified to do so. For example, logistics training in the military, security training in a police force, or the award of a CPA (Chartered Public Account).

For positions at the NO-D level, an advanced¹¹ university degree is mandatory. However, for internal WHO and UN system candidates with a first university degree, 4 years of additional work experience relevant to the vacancy may be substituted for a Master's level degree. Those years are in addition to the minimum years required in calculating relevant work experience. Equivalent professional training or self-study/work experience cannot be substituted for a first university degree in this instance.

3. Work experience

Where practical work experience is included as a mandatory part of the education or professional qualification, such time shall be recognized and credited as work experience up to a maximum of one year.

4. Educational qualifications in lieu of experience

Additional years of education, over and above 5 years of post-secondary education, completed at the Master's level or above, may be credited towards years of experience up to a maximum of 2 years and once only (e.g. if a person has multiple Master's level degrees, these cannot be credited multiple times in lieu of experience).

5. WHO's Health Emergency Programme (WHE)

For some critical temporary positions in the emergency field, e.g. Logisticians, it is recognized that this is a relatively unique field of study and that many of the older established specialists in this field do not have formal degrees, experience being of more relevance and importance to respond immediately in a health emergency and/or outbreak. For these temporary positions only, the provisions under point 2 above may be applied to external candidates after consultation and agreement with HRD on an individual basis. This is not applicable for longer-term positions¹².

¹¹ Advanced university degree is defined as Masters level degree or above.

¹² Those recruited for a specific emergency response on a temporary appointment and who benefit from this waiver under point 5. may not then benefit from the other provisions set out under point 2. above.

Annex 6: Candidate Assessment Form

Candidate assessment		
Candidate name		
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female	
A. Additional assets from screening		
%		
0.0		
B. Written test	<input type="checkbox"/> Yes <input type="checkbox"/> No Weighting	0 %
Maximum score achievable	0 points	
Score achieved by candidate	0 points	
C. Presentation	<input type="checkbox"/> Yes <input type="checkbox"/> No Weighting	0 %
1 - Very poor; 2 - Poor/below average; 3 - Average; 4 - Strong/above average; 5 - Very strong/e		
Please list elements assessed in presentation		
1 for example, Presentation skills		0 points
2 for example, Technical knowledge		0 points
3 for example, Response to questions from audience		0 points
Maximum score achievable	0 points	
Score achieved by candidate	0 points	
D. Interview	Weighting	0 %
D1. WHO Competencies		
1 - Very poor; 2 - Poor/below average; 3 - Average; 4 - Strong/above average; 5 - Very strong/e		
1 Select competency		0 points
2 Select competency		0 points
3 Select competency		0 points
4 Select competency		0 points
5 Select competency		0 points
D2. Languages		
0 - No knowledge; 1 - Basic; 2 - Intermediate; 3 - Advanced		
ENGLISH	0 points	Maximum score achievable 0 points
FRENCH	0 points	Score achieved by candidate 0 points
D3. Technical knowledge (if no presentation)		
<input type="checkbox"/> Yes <input type="checkbox"/> No Weighting		
0 %		
1 - Very poor; 2 - Poor/below average; 3 - Average; 4 - Strong/above average; 5 - Very strong/excellent		
Question No. (as indicated in list of questions)		0 points
Question No. (as indicated in list of questions)		0 points
Maximum score achievable	0 points	
Score achieved by candidate	0 points	
E. Overall assessment	Total	0.0

Annex 7: Reference Request Form

CONFIDENTIAL Request for reference

To: [Click here to enter name of referee](#)

The candidate identified below is under consideration for appointment to the World Health Organization, and has provided your name as a previous supervisor/referee in support of their application.

Please rest assured that this document will be treated in the strictest confidence, and is solely for the use of WHO's Department of Human Resources in evaluating the candidate's suitability for recruitment to the position detailed below. It will not be shared with the candidate, or any other third party.

We thank you for taking the time to complete this form, and request that you return it by [Click here to enter a date](#), by emailing it to the following email address: [Click here to enter email address](#)

If you have any questions or queries about this process, please contact: [Click here to enter name and contact details of HR Specialist](#)

Numbers 1 to 3 to be completed by WHO/HR

1.	Name of candidate	Click here to enter text
2.	WHO position for which the candidate is under consideration	Click here to enter text <i>Requisition attached</i>
3.	WHO duty station of position under recruitment	Click here to enter text
4.	Your position and current employer	Click here to enter text
5.	In what capacity and for how long do you know the candidate?	From Click here to enter text To Click here to enter text Colleague <input type="checkbox"/> Supervisor <input type="checkbox"/> Personal friend <input type="checkbox"/> Other <input type="checkbox"/> <i>Please provide details</i> Click here to enter text

If you are a previous employer or supervisor, please complete Nos. 6 to 10 below

6.	Capacity in which the candidate was employed	Click here to enter text
7.	Employment dates	From Click here to enter a date To Click here to enter a date
8.	How would you evaluate the candidate's performance in the above capacity?	Click here to enter text

Were there any areas requiring development/improvement?			
Click here to enter text			
9. What were the circumstances of the candidate's departure from your employment?			
Click here to enter text			
10. Would you re-employ the candidate?	<input type="checkbox"/> Yes, unreservedly <input type="checkbox"/> Yes, with reservations <input type="checkbox"/> No		
If you have selected Yes, with reservations, or No, please provide further information			
Click here to enter text			
11. Please comment on the candidate's general suitability for the position under recruitment			
Click here to enter text			
Is there any aspect of the functions for which you feel the candidate might not be suitable?			
Click here to enter text			
12. Please assess the candidate against the following competencies			
Ability to make sound and timely decisions	Please select	Leadership	Please select
Ability to cope in a diverse and complex environment	Please select	Maturity	Please select
Ability to manage resources	Please select	Multi-tasking	Please select
Accountability	Please select	Reaction to criticism	Please select
Adaptability	Please select	Reliability & dependability	Please select
Awareness of limitations	Please select	Stress management	Please select
Conflict resolution	Please select	Team-playing	Please select
Interpersonal skills	Please select	Verbal communication	Please select
Initiative	Please select	Vision	Please select
Judgment	Please select	Written communication	Please select
13. If you have ticked poor for any of the above competencies, please provide explanatory information			
Click here to enter text			

14.	To your knowledge, has the candidate's honesty and integrity ever been brought into question? If yes, please provide details
	Click here to enter text
15.	Finally, in your opinion, is there anything else which The World Health Organization should take into consideration before making a final hiring decision. If so, please provide details
	Click here to enter text
	I declare that, to the best of my knowledge, the information I have provided in this reference is correct and complete <input type="checkbox"/>

Name: [Click here to enter your name](#)

Date: [Click here to enter date](#)

Telephone number: [Click here to enter your contact number](#)

email address: [Click here to enter your email address](#)

For completion by WHO/HR

Reference reviewed by: [Click here to enter name of HR staff](#)

Date: [Click here to enter date](#)

Annex 8: Guidelines on how to take references

1. WHO's recruitment policy requires that reference checks are mandatory for all external candidates selected for fixed-term positions. The process entails direct communication between the HR Specialist or Hiring Manager and entities able to provide factual data and opinions about the external candidates' qualifications, competences and past performance at the workplace. It may reveal information on a candidate not otherwise identified in the selection process. A candidate's previous performance may be an indicator of how he/she will perform in the future.

General principles

2. Reference checks are conducted by the HR Specialist (or Hiring Manager for very technical positions) and, at the latest, must be completed before the final selection decision is made. Where external recruitment consultants are engaged, reference checks may be conducted by them according to their standard practice. In such cases, it is normally not required for WHO to also conduct a reference check.
3. A reference check may be used to confirm information already obtained through the application process and interview, for example previous employers, positions held, employment duration, and also to see if an impression gained during an interview might be confirmed by former employers. It provides additional information on your interviewed candidate(s) when taking a decision to appoint a new staff member.
4. Reference checks should be conducted in a thorough, systematic and timely manner, and the information obtained properly documented and stored.
5. It is important to keep cultural differences in mind when requesting references. Reference checks may not always be common practice. In the event that a reference is refused, find out the reason for the refusal. It may be that a previous employer may have rules regarding supplying references and may provide only the position title, dates of employment, salary, and eligibility for rehire.
6. In the application form, candidates are requested to provide three referees. These individuals may be contacted without informing the candidate. However, it is likely that the candidate has listed those from whom positive feedback can be expected.
7. Normally, direct supervisors provide the most reliable reference information since they have direct exposure to the candidate's strengths and weaknesses. At least two references should be taken from previous employers.
8. Care should be taken to verify in the Profile if the candidate has agreed that the previous employers may be approached for a reference. In some cases, the candidate may only agree after an offer has been made.
9. Where a candidate has indicated in the Profile that his/her current supervisor may not be contacted until an offer has been made, an offer of appointment subject to satisfactory reference checks and medical clearance will be sent to the candidate informing the candidate that this reference will now be sought.

10. Sourcing references from several former employers will balance the information received.
11. It may be necessary to request the candidate to provide additional references if you cannot get relevant information from the supervisors indicated in the Profile.
12. PMDS, performance appraisals and references are to be shared with the Selection Panel at the Panel meeting once interviews have been conducted and are to be discussed as part of Panel deliberations. Additional reference checks may be conducted.
13. In considering a reference, as much attention should be paid to what is not said, as to what is said. The reference should be considered in its entirety, irrespective of negative or positive elements. What may have been perceived as a weakness at a previous job may actually be a strength in the context of the WHO position.
14. References are confidential and should not be shared with the candidate.

Conducting a reference check

15. Ensure that the candidate's permission has been given to approach the previous employers you intend to contact.
16. Ensure that you have all the necessary information required to conduct the reference check, for example, contact details of former supervisors. If not, request the candidate to provide this information.
17. When contacting a referee for whom the candidate has listed an e-mail address from a free public provider (for example Yahoo, Google and Hotmail), first verify the identity of the e-mail address holder.
18. Provide the referee with the standard **WHO Reference Request Form**. The form should be emailed to the referee, with a clearly-indicated date for return of the completed form, normally within one week.
19. Ensure that the referee is provided with the vacancy notice so as to have a good understanding of what will be expected of the candidate, and to provide a reference that is relevant to the context.
20. The received references are kept electronically in the relevant applicant and selection file after sharing them with the selection panel members. References should **never** be attached to the HRAP initiating appointment.
21. In the event that the referee does not have access to email, a reference may be taken by telephone.

Conducting a reference check by telephone

- Identify yourself, i.e. name, position, etc. and ask whether it is a convenient time to talk. If not, make an appointment to call back.

- Briefly provide the reason for the call, the candidate's name and the position under recruitment.
- Assure the referee that any information provided will be considered confidential. If you sense hesitation at any point, emphasize the importance and value of their comments.
- Be consistent, in that the questions contained in the WHO Reference Request form should be followed in as far as possible, i.e. beginning with basic verification questions and then moving to more specific performance-based questions.
- Take notes of the reference check and add them to the candidate's file (see paragraph 20)
- Be sure to thank the referee for his/her time and the information provided.

Annex 9: Selection Report

I. Position details

Title: _____ **Position number:** _____ **Grade:** _____

Organization location: _____

Organization unit: _____

Duration of appointment: _____

Justification: _____

Functions are currently carried out by a temporary staff member if yes, please provide name

If previous FT Incumbent, indicate that person's gender and geographical range

II. Selection Panel

Hiring Manager _____

HR Representative _____

Staff Representative _____

Independent Panel Member _____

Other Panel Members _____

If a potential conflict of interest was raised by a Panel Member, please provide details:

III. Recommendation

The Selection Panel recommends the following candidate(s), in order of suitability, for selection to the above-named position(s). The recommendation is based on a clear understanding of the recruitment profile for the position, and is made in accordance with Article IV of the Staff Rules and Regulations.

The recommendation is unanimous

Recommend candidates(s)	Status	Gender	Nationality	List	WHO duty station [Indicate hardship classification in brackets]
Other recommended candidates	Status	Gender	Nationality	List	WHO duty station [Indicate hardship classification in brackets]

In the event that the recommended candidate declines the offer, please provide priority order for extending offer to other recommended candidates:

Please provide the name(s) of any recommended candidates not already counted for geographical distribution purposes

IV. Posting details

Requisition posted from to
Dissemination of vacancy
Details of other outreach efforts

V. Response to Requisition

Total number of applications

WHO	External (incl. UN)	Female	Male

VI. Screening & shortlisting

The Selection Panel met on XXXX and reviewed the rating sheet completed by the Hiring Manager for the XXX pre-screened candidates who, on the basis of responses to screening questions, appeared to match the recruitment profile. The applications of all XXX internal candidates were also reviewed by the Hiring Manager, irrespective of responses to screening questions. It was agreed that only the XXX candidates (listed below), who fully met the minimum requirements for the position, would be carried forward for further assessment in the process.

Having given due consideration to Article IV of the WHO Staff Regulations, to geographical distribution and gender balance criteria, and to all applications received from qualified WHO staff, the following shortlist was agreed by the Selection Panel.

Candidate	Gender	Nationality	Status	WHO duty station [Indicate hardship classification in brackets]

Additional relevant information on screening and shortlisting and on how the shortlist was established

XXX out of the XXX candidates were excluded through HR's pre-screening.

XX out of the remaining XX were excluded because they were considered not to fulfill the essential requirements related to education, and/or relevant working experience and/or are not living within commuting distance. That left the panel with XX candidates for the shortlist.

In the event that the above shortlist does not include a qualified woman (meeting all of the minimum requirements), please provide justification.

VII. Assessment of shortlisted candidates

1) <i>Written test</i>	Weighting %
a) Eliminatory Complementary	
b) The written test aimed to assess:	
c) The written test was developed by and scored by	
d) If the written test was eliminatory, please provide details of how elimination was conducted	
e) Additional comments	

2) <i>Presentation (optional)</i>	Weighting %
a) Eliminatory Complementary	
b) The presentation aimed to assess	
c) The presentation topic was proposed by and provided to the candidates , in advance of the interview	
d) Additional comments	

3) <i>Interview (mandatory)</i>	Weighting %
a) The following WHO competencies were assessed in the interview	
b) The interview included	
c) The following WHO official languages were assessed in the interview	
a) Additional comments	
<p>The questions were agreed by the Panel in advance of the interviews, based on the technical skills and WHO competencies reflected in the vacancy notice. Questions were distributed among the Panel Members with opportunities provided to all to probe with follow-up questions where appropriate.</p> <p>The last competency based question was asked in either Spanish or French (desirable languages in the vacancy notice). If the candidate was unable to answer in one of these two languages, question was asked in English.</p>	

VIII. Selection Panel's consideration of assessment results

Candidate	Written test 40% weighting	Interview 60% weighting	Overall result 100%

MANDATORY: In addition to the above results, please provide details of how the Selection Panel reached the recommendation as reflected on Page 1 of this Report.

IX. Other candidates

Candidate	Gender	Nationality	Geographical distribution list	Status