



Performance Management and
Development
Recognizing Excellence

Policy and Procedures

**Human Resources and Talent Management
Department**

1 September 2022

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I. Reference

Staff Regulations 1.1; 1.3
Staff Rules 110.8; 420; 510; 530; 540; 550; 560; 565; 1075; 1110
WHO eManual III.1.1; III.4.3; III 5; III.14¹

II. Purpose

1. This document sets out the policy and procedures for recognizing excellence within WHO's Performance Management and Development (PMD) Framework. It also encourages the recognition of good performance through various means and provides the criteria for performance awards that have led to a significant advancement in one or more of the Organization's goals².
2. This policy is designed to complement - rather than supersede - regional programmes on awards.

III. Scope of Application

3. Procedures to recognize good performance as described in this policy apply to all staff members. Performance awards as described in this policy apply to staff members holding continuing appointments,³ non-probationary fixed-term appointments⁴ and temporary appointments⁵ in the General Service category, National Professional Officer, and Professional and higher categories. Staff members holding probationary fixed-term appointments and non-staff may also be recognized as members of teams that receive awards under this policy.

IV. Effective Date

4. This policy is effective 1 September 2022.

V. Roles and Responsibilities

5. Staff members are responsible for meeting the requirements of their post descriptions and achieving the objectives set out in their ePMDS. They are encouraged to pursue excellence to the benefit of the Organization and themselves.
6. Supervisors are responsible for encouraging, fostering and recognizing good performance and excellence.

¹ Reference to the eManual provisions in this policy are subject to changes due to the update of the eManual.

² Reference to the WHO General Programme of Work

³ Staff Rule 420.2.

⁴ Staff Rule 420.3.

⁵ Staff Rule 420.4.

VI. Performance Recognition

7. Staff Rule 550.1 states that “*Staff members whose performance has been certified by their supervisors as satisfactory shall be entitled to a within-grade salary increase of one step upon completion of each unit of service time as defined in Staff Rule 550.2.*” The within-grade increase (WIGI) is the established form for recognizing good performance. Conversely, the WIGI may be withheld or deferred if performance is unsatisfactory⁶. Additional forms of recognition for good performance are set out as below.

8. Recognition of Good Performance

8.1 It is the duty of supervisors to regularly recognize the good performance of staff members and teams.⁷ Good performance may relate to the application of a skill; demonstration of a competency area⁸; achievement of one or more objectives; or exceptional contribution to a key-project in addition to the workplan. Types of recognition by a supervisor may include:

8.1.1 Giving verbal acknowledgement;

8.1.2 Expressing appreciation by e-mail or other written forms which may include copying higher level managers (e.g., Director/Assistant Director-General/Deputy Director-General/ Regional Director/Director-General);

8.1.3 Reflecting good performance in the electronic Performance Management and Development System (ePMDS)⁹;

8.1.4 Including a note in the staff member’s personnel file¹⁰;

8.1.5 A combination of the above.

8.2 Recognition of good performance may be provided at any time, at the discretion of the supervisor¹¹. There is no limit on the number of times staff members or teams may be recognized for good performance.

⁶ “Partially Unsatisfactory” or “Unsatisfactory” in the ePMDS.

⁷ A group of staff members with a set of complementary skills, competencies etc. required to complete a task, job, or project. Team members (1) operate with a high degree of interdependence, (2) share authority and responsibility for self-management, (3) are accountable for the collective performance, and (4) work toward a common goal and shared rewards. Membership in a given team is determined by the supervisor of the staff members being part of the group.

⁸ Reference to the Enhanced WHO Global Competency Model. For GSM users: <http://intranet.who.int/homes/pml/>. You may also refer to the Human Resources (HR)/Administrative focal points in your respective Unit/Department/Division/Office.

⁹ According to Staff Rule 530.1 the ePMDS is “*the basis for assisting a staff member to make their most effective contribution to the Organization and for decisions concerning the staff member’s status and retention in the Organization*”. As a consequence, reflecting good performance in the ePMDS may facilitate the staff member’s career development through successful recruitment and selection outcomes, reassignments, learning and developmental opportunities etc.

¹⁰ Supervisors are required to submit the documentation to the HR Officers/Specialists/Management Officers/Regional HR Managers, who are responsible to ensure that the documentation is uploaded in ECM⁷.

¹¹ Recognition may be suggested by any staff member (e.g., peer, second-level supervisor etc.) through a written proposal to the first-level supervisor and subject to their approval.

8.3 The Organization strongly encourages supervisors to regularize the recognition of good performance through quarterly Achievement Days, whereby all members of a team are brought together to celebrate successes at both team and individual levels.

9. Certificates

9.1 For instances of an exceptional contribution or a continual period of good performance, a supervisor may propose to the Head of the organizational unit¹² that a staff member or a team's performance be recognized in the form of a signed Certificate of Recognition¹³. Such certificates may be complemented by public recognition of the staff members/teams' performance¹⁴.

9.2 Staff members completing 10, 15, 20, 25, 30 and 35 years of service¹⁵ with the Organization shall be recognized for the length of their employment by receiving a Certificate for Service¹⁶. For staff at Headquarters, the certificates will be signed by the Director-General or their delegate. For regional staff, the certificates will be signed by the Regional Director or their delegate. Staff members shall also receive one day of compensatory leave upon reaching each service milestone.

VII. Performance Awards

10. Awards for Excellence

10.1 While WHO encourages the regular recognition of good performance through the means set out in Section VI, excellence is also acknowledged through Performance Awards.

10.2 This policy applies to three types of Performance Awards:

10.2.1 Global:

Director-General's Individual Awards are awarded by the Director-General to staff members who have made an exceptional contribution to the Organization as a whole.

Director-General's Team Awards are awarded by the Director-General to teams who have made an exceptional contribution to the Organization as a whole.

¹² Head of Unit/Department/Division/Office.

¹³ See template in Annex 1.

¹⁴ For example, during official Unit/Department/Division/Office meetings and with agreement of the staff members/teams being formally recognized.

¹⁵ Service time is calculated from the first day of uninterrupted and continuous active service on fixed-term, and continuing appointments. Service time on temporary appointments is credited from the beginning of uninterrupted service when the temporary appointment was converted to a fixed-term appointment in accordance WHO eManual III.5.17. Periods of leave without pay (LWOP), special leave without pay (SLWOP) and sick leave under insurance coverage (SLIC) are excluded from the count of service time but do not affect overall eligibility to a Certificate of Service. Periods of non-employment of any duration will re-start the count for a Certificate of Service. Part-time service is not pro-rated for this purpose. A Certificate of Service is issued only for the purpose of recognizing the number of years a staff member has spent with WHO. This certificate does not give any right to staff members to make any other claims.

¹⁶ See template in Annex 2. Alternative forms of recognition may be used, e.g. plaques.

10.2.2 Regional/HQ Awards:

Regional Directors' Awards are awarded by Regional Directors to staff members and teams who have made an exceptional contribution to their Regional Office/Country Office. The Director-General may provide an equivalent *Headquarters Award* for staff members and teams at HQ.

10.2.3 Other Awards:

The Director-General may, at their discretion, issue other awards to staff members or teams for exceptional contribution to the Organization.

11. Awards Criteria

11.2 In granting these awards, the Director-General and Regional Directors will recognize one or more of the following success criteria:

- 11.2.1 **Gender and Diversity:** recognizes exceptional contributions to WHO's gender and diversity goals;
- 11.2.2 **Leadership (supervisors/managers/team leads):** recognizes staff members who have inspired or motivated colleagues to achieve a shared goal, in line with the WHO strategy, priorities and values;
- 11.2.3 **People Management (supervisors/managers/team leads):** recognizes demonstrated success in promoting inclusion, staff development, team-building, mentoring, or coaching;
- 11.2.4 **Innovation:** recognizes programmatic, managerial or administrative approaches or methods which have resulted in significant impact on WHO;
- 11.2.5 **Client Orientation:** recognizes excellence in client commitment through achieving the highest standards of quality, timeliness and effectiveness;
- 11.2.6 **Exceptional achievements:** recognizes exceptional achievements in one or more of the areas covered by WHO's mandate;
- 11.2.7 **WHO Transformation:** recognizes exceptional contributions to transformation objectives and, in particular, the General Programme of Work;
- 11.2.8 **Values Champions (individuals/teams):** recognizes exceptional modelling of the values in the WHO Values Charter through individual and/or team behaviour.

12. Awards Eligibility

- 12.1 Staff members holding a continuing, non-probationary fixed-term or temporary appointment of one year or more are eligible for individual and team awards, while staff members holding a temporary appointment of less than one year are eligible for team awards. Staff members with uninterrupted service under consecutive temporary appointments for a period of up to two years are eligible for individual and team awards.

Staff members holding probationary appointments and non-staff may also be recognized as members of teams that receive awards under this policy.

- 12.2 In order to be considered for an individual performance award, the following cumulative conditions must be met by staff members:
 - 12.2.1 To have served on a full-time basis for at least one (1) year (non-probationary);
 - 12.2.2 To have received an Overall Rating of at least satisfactory performance in the last ePMDS;
 - 12.2.3 Not to have been subject to disciplinary action in the previous two (2) years;
 - 12.2.4 To have completed their ePMDS in a timely manner, including those of staff members supervised.
- 12.3 In the case of a team award, the above criteria must be met by the majority of the team members.
- 12.4 For the purpose of the Recognizing Excellence programme, a ‘Team’ shall:
 - a. be defined as a group of individuals (may include staff and non-staff¹⁷) working together on a common initiative that is nominated for an award;
 - b. consist of a majority of staff members; and
 - c. not include an entire Major Office, Division, or Department.
- 12.5 Notwithstanding paragraph 12.4, the Director-General may, at their discretion, recognize a Major Office, Division, or Department for a Team award. The Director-General may also do so on the recommendation of the Deputy Director-General or an Assistant Director-General or a Regional Director.

VIII. Awards Nomination and Selection Procedures

13. For all awards, any serving WHO staff member may nominate another serving staff member or team¹⁸ for an award using the appropriate Nomination Form, provided that the staff member is sufficiently familiar with the performance of the staff member or team to make the nomination. When nominating a staff member or team, the nominator shall refer to the Awards Criteria set out in Section 11.
14. Nominations must be submitted using the Datacol platform made available to staff each year for this purpose.
15. Nominations will be reviewed by the HQ Awards Committee and Regional Awards Committees respectively. The HQ Awards Committee will be chaired by the Deputy Director-General and include as members the Director, Human Resources and Talent Management Department (HRT) and the President of the Staff Association as members. The Regional Awards Committees will be chaired by Directors of Administration of Finance (DAFs) and include as members the Directors Programme Management (DPMs), the Regional HR Managers and Presidents of the Staff Associations.

¹⁷ Non-staff can be consultants, trainees and collaborators from other UN agencies.

¹⁸ A staff member may not propose themselves for recognition or reward, except if the staff member is a member of a team being nominated.

Director-General's Individual and Team Awards

16. The Awards Committees will review the nominations and make recommendations to the Director-General on the proposed awardees.¹⁹ The Regional Awards Committees will submit their recommendations to the Director-General through their respective Regional Director. The Director-General will select up to two awardees from each Region and HQ for a total of six (6) Director-General's Individual Awards and six (6) Director-General's Team Awards.

Regional Directors' and HQ Awards

17. The Awards Committees will review the nominations and make recommendations to the Director-General or their respective Regional Director on the proposed awardees²⁰ for a total of six (6) possible Individual awards and (6) possible Team Awards (one for each Region and HQ).

Other considerations

18. No individual or team can receive more than one award under this policy in any given year.
19. The granting of awards under this policy should be noted in the ePMDS of the awardees.

IX. Awards Timeline

20. The awards will be granted on an annual basis, subject to the discretion of the Director-General. Each year, the Director-General and Regional Directors will announce the staff members and teams receiving the awards and briefly state the reasons, as appropriate.

X. Awards

21. Awards include three days of special leave with pay, a Certificate of Commendation, and WHO Medal and Pin (normally one Medal per individual awardee and one per awardee team). The forms of awards are subject to change. A budget will be allocated to HRT for costs associated with these awards, excluding special leave with pay which will be covered by staff costs.
22. When staff members in an entire Major Office, Division, or Department are recognized for a Team award under paragraph 12.5, they shall be entitled to one day special leave with pay and a Certificate of Commendation.

¹⁹ When reviewing the nominations, the Awards Committees shall refer to the Awards Criteria and Eligibility Requirements set out in this policy.

²⁰ When reviewing the nominations, the Awards Committees shall refer to the Rewards Criteria and Eligibility requirements set out in this policy.

23. The granting of awards is at the sole discretion of the Director-General and Regional Directors, and shall in no way be considered as a right or an entitlement.
24. Regional Directors may exercise their discretion to opt-out of the Regional Directors' Awards under this policy in favour of awards established through regional programmes.
25. Actions related to the implementation of awards shall be taken by HRT for HQ staff members or teams and by the Regional HR Managers for regional staff members or teams.

XI. Annual Reporting on Recognizing Excellence

26. On the basis of information received from the HQ and Regional Awards Committees, HRT will submit to the Director-General an annual report on the granting of awards under this policy.
27. The Director-General may present the results of the annual awards programme to the World Health Assembly.

Annex 1



This Certificate is awarded to

Ms A Bee Cee

In recognition of good performance for

.....
.....

Date

Head of Organizational unit



**World Health
Organization**

Annex 2



This Certificate is awarded to

Mr A Bee Cee

In recognition of 35 years of service with the
World Health organization

.....
..... Date
Director-General

