People Realignment Policy and Processes

I. INTRODUCTION

The Structural Review process outlines a number of functional realignments and changes within the Central and Regional Bureaux required to increase organizational effectiveness, improve speed of execution and enhance output quality. The guiding principles of the structural review are:

- **Functional Alignment**: Functionally align staff across UNDP, which may require changes to accountability structure and job roles, as well as shifting the workforce to different Bureaux or geographical locations (target 40:60 for HQ: Regional Hubs).
- **Management Structure**: Increase organizational effectiveness by adjusting staffing levels and the management hierarchy downwards.
- **Organizational Effectiveness**: Redesign work processes to improve output quality and speed of execution of key business processes by eliminating duplications and redundancies.

This document provides an overall approach for the staff realignment process to be used to achieve required structural changes. Key elements guiding staff realignment described in this paper include the following:

- **Limited Voluntary Separation Package**: to provide an incentive to those qualifying staff who wish to leave the organization.
- **Staff Realignment Modalities**: realignment options available to Bureaux to implement the structural change.
- **Realignment Processes**: principles to guide the Bureaux as they conduct the realignment.

For the purposes of the structural change, the People Realignment Policy and Processes temporarily suspends related UNDP guidelines, frameworks and policies concerning recruitment and separation unless specifically referred to in this document. All decisions and actions will be taken in accordance with the principles set forth in the People Realignment Policy and Processes.
II. SCOPE

The People Realignment Policy and Processes covers HQ and regional level functions where there will be a structural change.

III. A LIMITED VOLUNTARY SEPARATION PACKAGE

In order to minimize the impact of separation on staff, a limited voluntary separation package for long-serving\(^1\) and permanent staff deemed to be affected has been introduced as a special measure at the beginning of the change process.

The limited voluntary separation package includes the following components:

1. A basic termination indemnity (TI) based on the UN Staff Regulations and Rules.
2. An additional 50% of basic TI.
3. Cash in lieu of the 3-month notice period.
4. A Transitional Support Amount (TSA) - a lump sum equivalent to three months’ net salary.

Components 1-3 above will be limited to the number of months remaining until mandatory age of retirement as applicable. TSA will be part of all approved limited voluntary separation packages.

Termination Indemnities are calculated on the basis of the column for Continuing Appointments in Annex III of the Staff Regulations and Rules.

A total of 70 packages will be made available, subject to managerial discretion and priority will be given on a “first-come, first-served basis” to eligible staff, out of which 40 will be allocated to the General Service staff, and 30 to the International Professional staff and National Officers.

The packages will be offered in two phases. **Phase 1** will include long serving and permanent staff members 50 years of age or older as of 30 June 2014. **Phase 2** will offer any packages remaining upon completion of Phase 1 and will be made available to all other permanent and long serving staff.

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<thead>
<tr>
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<th>Target group</th>
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<tr>
<td><strong>Phase 1</strong></td>
<td>Permanent and long serving staff who are at least 50 years of age or older as of 30 June 2014</td>
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<tr>
<td>22 to 27 May 2014</td>
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<tr>
<td><strong>Phase 2</strong></td>
<td>All permanent and long serving staff</td>
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\(^{1}\) Long serving staff members are defined as current FTA staff members with 5 years of uninterrupted service who held a former 100-series appointment and were converted to FTA on 1 July 2009.
A. Conditions for limited voluntary separation

1. Staff members who agree to take a limited voluntary separation must separate by 30 June 2014.
2. In all cases, applications will be considered by management in light of organizational needs and any administrative, investigative or disciplinary actions involving the staff member.
3. Staff members accepting a limited voluntary separation package will not be employed by UNDP, under any contractual modality, including Individual Contracts (ICs), Service Contracts (SCs) or through another company for a period of 24 months from their date of separation. Should the staff member accept an appointment at another agency or organization within the UN Common System within 12 months following separation, the UN Staff Regulations and Rules concerning re-employment and reinstatement shall apply.
4. Staff members approved for a limited voluntary separation package will not be allowed to use special leave without pay for bridging the pension and after service health insurance milestones.

Qualifying staff members whose separation occurs after the conclusion of the limited voluntary separation programme will be eligible to receive a termination indemnity of up to 18 months (which includes a 50% discretionary amount) in accordance with Annex III of staff rules, as well as 3 months cash in lieu of notice.

IV. STAFF REALIGNMENT MODALITIES

This section outlines the staff realignment modalities, based on the following guiding principles:

- **Effectiveness**: staff realignment should be effective in placing the right talent in the right role
- **Fairness & Equity**: the process must be fair, transparent and conducted with integrity in accordance with the applicable UN Staff Regulations and Rules
- **Efficiency**: the process should be streamlined for an expeditious and timely execution
- **Minimal Disruption**: the process should minimize disruptions to staff and to UNDP
### Staff Realignment modalities

<table>
<thead>
<tr>
<th>Staff Realignment modalities</th>
<th>Description</th>
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<tbody>
<tr>
<td>No Change (Issuance of Personnel action)</td>
<td>Issuance of Personnel Action Form reflecting name of new Bureau, if applicable.</td>
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<tr>
<td>Lateral Move</td>
<td>Reassignment to similar post in the same field of work with similar functions at the same level.</td>
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<tr>
<td>Relocation</td>
<td>When position moves from one location to another (i.e., HQ to region or across bureaux)</td>
</tr>
<tr>
<td>Position matching</td>
<td>When JD of a new post is compared with that of the old post in order to ensure that no more than two functions have changed.</td>
</tr>
<tr>
<td>Competitive Selection:</td>
<td>A competitive, job-specific assessment of skills and competencies.</td>
</tr>
<tr>
<td>(i) Desk reviews for posts from P1-P4 and GS staff</td>
<td></td>
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<tr>
<td>(ii) Interviews or desk reviews for posts at P5 level and above</td>
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### V. REALIGNMENT PROCESS

The following will be implemented to the extent possible in the realignment in a streamlined and efficient manner that minimizes disruption to the organization and provides a fair and transparent process for staff:

- The limited voluntary separation programme is announced at the beginning of the realignment process.
• Each bureau will develop and manage its own realignment plan which will be communicated to staff, but in order for sequencing and resourcing to be managed effectively the Structural Change Governance Group will be required to agree to the overall corporate people realignment plan before realignment commences. In particular, the Governance Group will review proposed positions/candidates for lateral moves, relocations and job matching.
• Realignment plans will prioritise selection of D-level positions.
• The provision in the Rank in Post policy allowing staff members to temporarily maintain their higher personal grade while encumbering a position at lower level is revoked for people within the scope of this exercise. Staff members within the scope of this change process who secure a position at a level lower than their personal grade, will have their personal grade aligned with the level of the post.
• As a transitional measure, staff members who secure a position at a lower grade, will retain their current grade for a period of three (3) months and then be moved to the step in the new grade that is closest to their previous salary at the higher grade.
• Upon commencement of the realignment process, all staff within scope of the structural change will, in principle, be affected unless otherwise notified by their manager and should begin seeking alternative placement. This includes staff members who are currently in the Business Solutions Exchange (BSE) as well as those on interagency move from UNDP to another agency.
• Current UN Resident Coordinators and UNDP Resident Representatives (RC/RR), Country Directors (CD), Deputy Country Directors (DCD) and Deputy Resident Representatives (DRR) who are UNDP staff and who are currently in between assignments or whose status becomes that of a staff member “in between assignments” during the period 1 June to 30 August will be eligible to participate in Round One (1) of the Job Fairs in accordance with the UNDP Realignment Policy and Processes.
• Staff members who are not selected for a position will be informed in writing of his or her non-selection and will be given the opportunity to apply for other positions in the job fair, within the limits set out in this policy.
• The practice of the search period and all its associated options are hereby suspended and not applicable for those staff members within the scope of this change process.
• Staff members who remain without a position as a result of the realignment process will be separated in accordance with the UN Staff Regulations and Rules.

VI. NEXT STEPS

To implement the People Realignment Policy, all Bureaux will need to work closely with their designated OHR Business Partner team, in order to conduct the change exercise transparently and effectively.
PART B

Section I

The realignment plans of each Bureau will provide details of how the change processes (detailed below) will unfold in their respective bureau. The plans will identify those positions where the processes of lateral move, position matching and relocation could be conducted and where competitive selection will be required. Any proposal for relocation, lateral move or position matching will require the approval of the Governance Group and will need to follow the guidelines detailed in the People Realignment Policy and Processes paper.

Non Competitive Modalities

1. No change. There will be no HR process for staff members who have no change in their job description, and if there is no reduction in force. However, where there is a change in department, bureau, or name of bureau, staff members should receive a letter from management informing them of their employment in the newly created organizational entity, with other relevant details of their employment such as title, level and copy of the new job description. If a staff member does not agree to the offer of a No Change, he/she will be separated and the position will be advertised in the relevant job fair.

2. Lateral move. In situations where positions belong to the same field of work in accordance with the UN Global Scheme of Occupational Groupings, management may decide to assign a staff member to another post in the same field of work with similar functions at the same level, in the same business unit, without a competitive process. Within the framework of the structural change, lateral moves to another business unit will also be allowed. The decision for a lateral move is at the discretion of management. Staff members will have 3 days to accept the offer of the lateral move in the same duty station or 15 days in another duty station. In case the staff member does not agree to a lateral move, he/she will be separated and the position will be advertised in the relevant job fair. A Lateral Move is not mandatory and can only be used when there is no reduction in the number of posts within a functional area at the same grade level, within the relevant business unit.

3. Position Matching. The HR process followed for positions where job descriptions have not been significantly revised can be a position matching exercise. During this exercise, newly created job descriptions will be compared against the existing job descriptions in order to determine if the job descriptions have materially changed. Position matching is not mandatory and can only be used when there is no reduction in the number of posts within a functional area at the same grade level, within the relevant business unit. Bureau Directors who propose job matching are expected to complete the process in accordance with the job matching guidelines.

Positions are matched - A job description or position is not considered to have materially changed and the positions are matched if all of the following conditions are met: (1) The position does not change categories or contractual modality; (2) The position remains at the
same grade level; (3) A change in two or less functions in the new job description has taken place vis-à-vis the old job description; and (4) There are no new functions from another technical area added to the position.

*Positions are not matched* - A job description or position is considered to have materially changed and the positions are not matched if: (1) The position changes categories or contractual modality (e.g. from G to P, or TA to FTA, etc.); (2) The position is re-classified upwards or downwards; (3) A significant change in more than two functions in the new job description has taken place vis-à-vis the old job description even though the grade level remains the same. Significant changes must occur in the main functions and levels of accountability and responsibility of the position and not in the specific results expected or specific duties/tasks; (4) New functions from another technical area have been added or functions from another technical area have completely replaced the original functions of the position even though the grade level remains the same. Based on this there are revisions of the job competencies and/or qualifications; and (5) there are fewer positions with similar functions at the same grade level in an occupational group or functional area.

A staff member who does not accept the position for which s/he was matched during the Position Matching exercise will be separated from service and s/he is not allowed to apply for vacancies in the Job Fair.

Relocation. In situations where a position is relocated from one location to another with the same job description, staff will be given 15 days from the receipt of the standard relocation letter to make a decision whether to relocate or not. Staff will be required to communicate their acceptance or refusal of the relocation offer by signing the letter. Staff members are expected to stay on the post for two (2) years. Staff members who decline to relocate with their post will be separated from service and s/he is not allowed to apply for vacancies in the Job Fair.

**Section II**

**Competitive Modality - JOB FAIR**

1. **Purpose**

1.1 This section outlines the process and methodology to be used for the competitive selection of candidates.

2. **Eligibility**

2.1 For the purposes of the job fairs to be conducted as part of implementing the structural change, eligible staff members holding Permanent and Fixed-Term appointments, who are considered “affected staff” within the context of the structural change, who meet all the job requirements of a position advertised in the job fair, regardless of the unit/bureau in which they are currently serving, may compete for positions specific to any area in round 1.

For Round 2 of the job fairs, all UNDP staff holding Permanent and Fixed-term appointments who fulfill the job requirement may apply. For Round 3, positions will be treated as vacant.
2.2 All affected staff who meet the job requirements may apply for positions in their current grade and one grade up or one grade down. An exception is made for affected G6 staff, who meet the job requirements to apply for the P1 and P2 grade levels, and affected G7 staff, who meet the job requirements to apply for the P1, P2 and P3 levels.

2.3 GS staff who are affected and meet the job requirements may apply for GS positions across all Bureaux.

2.4 Staff members at the G6 and G7 levels who are offered a position as part of the non-competitive process will be given the option to defer their decision, until after the P1-P3 positions are advertised in the job fairs. Those staff members who choose to defer their decision are welcome to apply for P1-P3 positions based on eligibility before the vacancy closes. However, prior to submitting their first application, the staff member must formally respond to the non-competitive offer, informing of their decision to decline the placement in favour of the opportunity to participate in the job fair. The position offered in the non-competitive process, which was declined, will be included in the GS staff Job Fairs and the respective staff member will be welcome to apply for it as one of their allotted applications.

2.5 Staff members at the G6 and G7 levels who choose to decline the non-competitive placement for the opportunity to participate in the job fairs, as set forth above in section 2.4, must apply for at least one (1) Professional level post.

2.5 UNDP staff members who are currently on an interagency move (secondment or loan) to other agencies, International Professional and eligible General Service staff on Special Leave Without Pay (SLWOP) with a general lien on the organization and staff in the Business Solutions Exchange (BSE) are eligible to participate in the first round of relevant job fairs.

2.6 JPOs who have been in UNDP for at least 15 months, whose contract ends on/before 30 June 2015, and who are currently part of one of the offices considered to be within the scope of the structural change process, are eligible to apply in the first round of job fairs.

2.7 If anomalies are identified which disadvantage individual staff members by not allowing them to qualify for job fairs, specific proposals may be bought to the Governance Group through the Bureau management or the HR Business Partner for decision on an exceptional basis.

Round One of the Relevant Job Fair

3. The Application Process

3.1 Positions to be filled
   All positions in the new bureau structure which are not filled through the Position Matching exercise, relocation or lateral move, where applicable, will be advertised in Round One of the relevant Job Fair.

3.2 Vacancy announcement
   a. The vacancy announcements will be posted with instructions on a jobs site dedicated to the structural change job fairs.
b. Vacancies will be open for a period of one week.

3.3 Applying for positions

a. Eligible staff members may apply for up to three positions, either at the same time, or during subsequent rounds of the Job Fairs.

b. GS staff members at the G6 and G7 grade levels may apply to a maximum of four positions, provided that at least one application is towards a Professional category position; otherwise, the maximum of three applications, in paragraph 3.3 (a) above, applies.

4. Interview Report / Desk Review Report and Recommendations

4.1 Once the interview or desk review process is concluded, a report will be prepared, signed by all panel members and submitted to the Bureau Director for review.

5. Selection Decisions

5.1. The final selection decision will be made by the Bureau Director.

5.2 In the event the Bureau Director is a member of the selection panel, the final decision will be made by the Associate Administrator.

5.3. Individual staff members will be informed of the selection decision in writing and will have three days from receipt to accept or decline. If no answer is received within this period, the position may be offered to the second recommended candidate.

5.4 In case a staff member has been identified as the best candidate for more than one position, the staff member will be so advised and asked to state his/her preference, within three days of receiving the advice. The Bureau Director will then make a decision taking the preference of the staff member into account.

5.5 A staff member who accepts a job offer may not participate in any other job fairs.

5.6 A staff member who is not selected for a position in a round will be informed in writing of his or her non-selection and will have the opportunity to apply for other positions in the job fairs within the limits as set out in section 3.3 above.

5.7 If a staff member declines a position, s/he will be separated in accordance with provisions of the applicable UN Staff Regulations and Rules and UNDP People Realignment Policy and Processes that are applicable during this exercise, except as provided for in 5.3 above.

5.8 The time-in-post requirement for staff members who are relocated, laterally moved or position matched is expected to be two (2) years. Time in post requirements for a staff member that is selected through a job fair will be four (4) years except where the staff member has applied to, and been selected for a job at a lower grade, in which case, the time in post will be two (2) years, provided the post is in the same location. However, in cases where a staff member was appointed to his/her position as the result of a job fair held in the previous two (2) years OR has
been in their current grade for more than five (5) years, the time in post requirement will not be reset. The time in post for staff members being relocated will be a minimum of two (2) years in all cases.

6 Gender Parity:

6.1 The structural change process will be monitored to minimize the possibility of producing a negative impact on the current gender balance in the organization.

6.2 Female staff will be encouraged to apply to all positions for which they are eligible and qualified, and, all other things being equal, will be given preference. This principle does not, however, override the order of retention rules in force.

Mechanisms to support and monitor gender parity throughout the structural review process;

6.3 Gender Analysis of position matching and lateral move proposals will be provided to the Governance Group as part of the submission package.

6.4 For all job fairs, it is expected that at least 25 per cent of shortlisted applicants should be female. Approvals will need to be obtained from the Governance Group (delegated to the Director of OHR) for any process to proceed with fewer female candidates.

6.5 Gender Analysis by level and Bureau will be presented to the desk review and interview panels prior to decision.

6.7 All review panels will include at least one female staff.

7 Review by UNDP Compliance Review Bodies

7.1 Normal UNDP Compliance Review Board (CRB) or UNDP Compliance Review Panel (CRP) procedures will apply.

8 Effective Date

8.1 The People Realignment Policy and Processes will take effect upon issuance.

8.2 This document will be posted on the Structural Change site.