



12-1986

## Summary of an Internship at the Recruitment Programs Section of the United Nations

Kanokrat Kasemsuwan  
*Western Michigan University*

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SUMMARY OF AN INTERNSHIP AT THE RECRUITMENT  
PROGRAMS SECTION OF THE  
UNITED NATIONS

by

Kanokrat Kasemsuwan

A Project Report  
Submitted to the  
Faculty of The Graduate College  
in partial fulfillment of the  
requirements for the  
Degree of Specialist in Education  
Department of Educational Leadership

Western Michigan University  
Kalamazoo, Michigan  
December 1986

SUMMARY OF AN INTERNSHIP AT THE RECRUITMENT  
PROGRAMS SECTION OF THE  
UNITED NATIONS

Kanokrat Kasemsuwan, Ed.S.

Western Michigan University, 1986

The intern's goal was to gain leadership experience relative to the position of an administrator. The objectives for meeting the internship were:

1. Acquisition of administrative and organizational skills in the development of policy content and procedures of the United Nations.
2. Acquisition of humanistic skills in administrative group communication and public relations techniques.
3. Development and acquisition of technical skills used in formulating policy and procedures of the United Nations.

Methods for accomplishing the objectives were active participation, discussions, and observations. Objectives were achieved as demonstrated by summary information and products. The internship took place at the United Nations Secretariat headquarters, in the Division of Personnel Services which is the Recruitment Programs Section responsible for recruiting and selecting qualified professional candidates for the United Nations agencies. The period of the internship was from January 1985 to March 1985 and represented 320 hours.

## ACKNOWLEDGEMENTS

I wish to extend my appreciation to Christine Dodson, Chief of Recruitment Programs Section, and Catherine Rolland, Internship Coordinator of RPS, for the willingness to share their knowledge and experiences as administrators. A special thank you to Dr. Charles C. Warfield for serving as an advisory committee member, to Murad Balkas who took time to assist me and had patience with me during my internship at the United Nations, and to my best friend Nantaphol Suppipat, for his encouragement and support. Without these people my internship would not have been possible.

Kanokrat Kasemsuwan

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## CHAPTER I

### MAJOR INTERNSHIP PROSPECTS

Intern: Kanokrat Kasemsuwan

Duration: 8 weeks beginning January 20, 1985

Field Supervisor: Christine Dodson, Chief of Recruitment  
Program Section, Division of Personnel  
Office of Personnel Services of the  
United Nations.

University Supervisor: Dr. Charles C. Warfield

### Rationale

In order to become an effective leader, one must possess many different skills. These skills generally fall into three broad categories: organizational skills, management skills, and humanistic skills. Because my goal is to become an effective administrator, and because actual experience is an excellent source for gaining skills, an internship provided an especially valuable opportunity to acquire those skills necessary for the position I hope to attain. The focus of the internship was:

1. To become familiar with policies, rules, and regulations mandated by the Charter of the United Nations as they relate to the Personnel Division, particularly the Recruitment Programs Section.

2. To become familiar with communication skills and processes in international organizations such as the United Nations.

3. To become familiar with the training program offered to the staff in the area of Personnel Development of the Secretariat.

### Skills To Be Learned

#### Organizational

1. To become familiar with administrative organizational structure of the United Nations particularly in the Recruitment Programs Section.

2. To become familiar with the operational policies and procedures for recruitment of candidates.

3. To become familiar with training programs offered to the staff of the secretariat.

#### Humanistic

1. To become familiar with organizational communication in the UN system.

2. To observe organizational techniques for motivating employees.

3. To become familiar with the leadership style of a supervisory personnel.

4. To become familiar with public relation techniques at the U.N.



## Management

1. To develop a content format for Recruitment Manual.
2. To become familiar with the evaluation of recruiting professional candidates of Member States.
3. To become familiar with a word processing machine and its functions.

## CHAPTER II

### DEMOGRAPHIC INFORMATION ON THE UNITED NATIONS

The United Nations was founded in 1945 to maintain international peace and security and to develop international cooperation in economic, social, cultural, and humanitarian problems.

The United Nations was a name devised by President Franklin D. Roosevelt. It was first used in the declaration by United Nations of January 1, 1942, when representatives of 26 nations pledged their governments to continue fighting together against the Axis powers.

However, the United Nations officially came into existence on October 24, 1945, when the Charter was ratified by China, France, the USSR, the United Kingdom and the United States of America and by a majority of other signatories. Therefore, October 24, is now celebrated as United Nations Day. There are presently 158 member states in the United Nations.

The United Nations is unique in that it is truly a world organization. The management philosophy and style of the United Nations is influenced by all its member states, "The Organization is based on the principle of the sovereign equality of all its members" (United Nations, Charter of the United Nations. Article 2.1, 1946), and

consequently all nations participate in the decision and responsibilities of the United Nations management.

Therefore, the General Assembly was established as a principal organ under the United Nations Charter. It first met on the 10th of January, 1946. It is the main deliberative organ of the United Nations. Each delegation consists of not more than five representatives and five alternates with as many advisors, technical advisors, and experts as may be required. The Assembly meets regularly for three months each year, but special sessions may also be held. It is stated in the Charter of the United Nations that the Assembly has the power to adopt recommendations only, not binding decisions. Should important questions arise; decisions regarding such questions are respected if agreed upon by a two-thirds of a majority vote. Each nation has one vote and each vote is equal.

There are seven main committees, on which all members have a right to be represented. The first six were appointed in 1946. An ad hoc Political Committee was first established in 1948 and re-established annually until 1956, when it was made permanent and renamed the Special Political Committee. The following are the seven main committees of the Assembly: (a) Political and Security, (b) Economic and Financial, (c) Social, Humanitarian and Cultural, (d) Decolonization, (e) Administrative and Budgetary, (f) Legal, and (g) Special Political Committee.

The Principal organs of the United Nations are shown in Figure 1. These are: a General Assembly, a Security Council, an Economic and Social Council, a Trusteeship Council, an International Court of Justice, and a Secretariat. Each organ has its own functions and powers, voting and procedures.

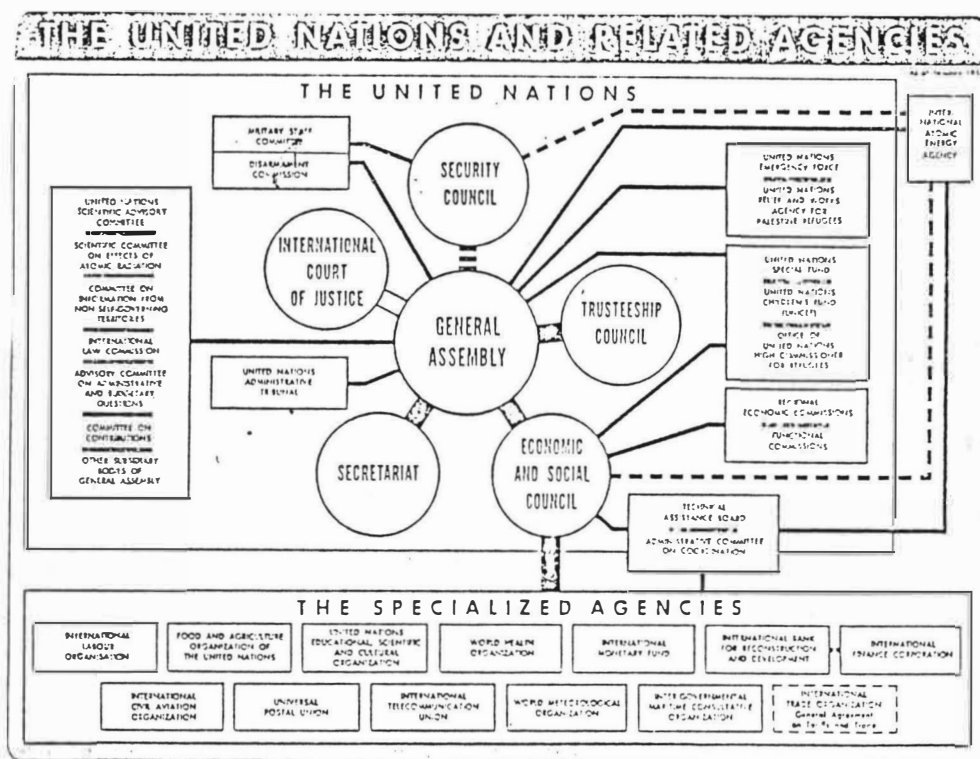


Figure 1. The United Nations and Related Agencies

The Secretariat employs people from more than 144 countries. Forty-four percent of the staff is stationed in New York, but there are people in locations as diverse as Addis Ababa (Ethiopia), Bangkok (Thailand), Geneva (Switzerland), and Santiago (Argentina). In order to

understand the United Nations situation regarding the Secretariat, one should become familiar with the specific features which have a major impact on the UN personnel management. These are the articles in the Charter of the United Nations pertaining to the Secretariat.

The Secretariat shall be comprised of a Secretary-General and such staff as the organization may require. The Secretary-General shall be appointed by the General Assembly upon the recommendation of the Security Council. He shall be the chief administrative officer of the organization. (Article 97)

The Secretary-General shall act in that capacity in all meetings of the General Assembly, of the Security Council of the Economic and Social Council, and of the Trusteeship Council, and shall perform such other functions as are entrusted to him by these organs. The Secretary-General, shall make an annual report to the General Assembly on the work of the organization. (Article 98)

The Secretary-General may bring to the attention of the Security Council any matter which in his opinion may threaten the maintenance of the international peace and security. (Article 99)

In the performance of their duties the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the organization. They shall refrain from any action which might reflect on their position as international officials responsible only to the organization. (Article 100.1)

Each Member of the United Nations undertakes to respect the exclusively international character of the responsibilities of the Secretary-General and the staff and not to seek to influence them in the discharge of their responsibilities. (Article 100)

The staff shall be appointed by the Secretary-General under regulations established

by the General Assembly. (Article 101.1)

Appropriate staffs shall be permanently assigned to the Economic and Social Council, the Trusteeship Council, and, as required to other organs of the United Nations. These staffs form a part of the Secretariat. (Article 101.2)

The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity of recruiting the staff on as wide a geographical basis as possible. (Article 101.3)

The Secretary-General presently is Mr. Javier Perez De Cuellar (Peru, 1982-present). He is the United Nations Chief Administrative Officer who has been elected for a five year term by the General Assembly on the recommendation of the Security Council, the Economic and Social Council, and the Trusteeship Council, and performs such other functions as are entrusted to the chief officer by those organs. The chief officer is required to submit an annual report to the General Assembly and may bring to the attention of the Security Council any matter which may threaten international peace.

The chief administrative staff of the UN Regional Commissions and all the subsidiary organs of the UN are also members of the Secretariat staff. The Secretariat staff includes a number of special missions and special appointments including some of senior rank.

The total number of staff of the Secretariat in 1982 holding appointments continuing for a year or more was

16,019 including staff who are serving away from the headquarters (New York city). This group is comprised of 6,198 professional and higher-level staff and 9,821 in the General Services, Field Service and other categories. Furthermore, the total of staffs serving the United Nations system (including the specialized agencies) was 50,121. This is comprised of 19,437 professional and higher-level staff and 31,284 in the General Services and other categories (United Nations Secretariat. Document 07620 Career Development, 1982).

### CHAPTER III

#### SUMMARY OF AN INTERNSHIP AT THE RECRUITMENT PROGRAMS SECTION, THE UNITED NATIONS

Week of January 24-28, 1985

##### Experience

The first week was spent getting acquainted with various sections of the Recruitment Programs Section (RPS) and participating in meetings and discussions providing an overview of RPS. In a discussion with Christine Dodson, Chief of RPS, regarding the internship project, it was decided that my assignment would be to assist in maintaining the guidelines of recruitment and the issue of increasing recruitment of women in the Secretariat. Rollet served as the intern's supervisor on the first project since Dodson was preoccupied with other missions.

Several documents were recommended for study in order to understand the United Nations and issues regarding Recruitment Programs Sections which are located within the office of RPS, OPS, and the UN library.

##### Analysis

The United Nations is a world organization and the Secretariat employs people from more than 144 countries



with 44% of the staff stationed in New York city (Headquarters). Staff are from around the world, speaking in more than 100 languages, but official languages are Chinese, French, Spanish, Russian, and English. The U.N. staff employs over 15,000 people and is divided into two main categories of staff: the Professional staff, which comprises 1/3 of the Secretariat, and the General Service staff, which provides a wide variety of supporting services. The staffing of some of the major Secretariat posts are shown in Table 1.

Table 1  
Posting of Professional Staff by City

City	Country	Posting of Professional Staff in percentage
New York	USA	44%
Geneva	Switzerland	19%
Vienna	Austria	15%
Bangkok	Thailand	8%
Addis Ababa	Ethiopia	5%
Santiago	Argentina	3%
Baghdad	Iraq	2%
Nairobi	Kenya	2%
Mexico City	Mexico	1%
Port of Spain	Trinidad	1%

The management philosophy of the United Nations is influenced by all its Member States, and consequently all nations participate in the decisions and responsibilities of the United Nations Management.

It comes as no surprise that the organizational structure of the UN is a very complex one. Because political influence and cultural diversity are reflected in the management philosophy, an attempt is made at democratic decision-making.

Week of January 31-February 5, 1985

### Experience

The intern's time was spent meeting and discussing issues with Rollet, project supervisor, about the indexing of mandates and guidelines for recruitment. It was apparent that during the past few years there were numerous recruitment documents mandated and issued by the General Assembly, e.g., Staff Rules, and memos just to name a few. These documents needed to be compiled for the purposes of:

1. Reducing time in searching for recruitment issues in each document.
2. Serving as reference procedures for the recruitment of candidates.
3. Serving as guidelines and mandates for preparing the short-term and long-term recruitment plans for the Secretariat.

4. Diminishing confusion regarding recruitment procedures among sections.

Moreover, the lack of agreed upon definitions, key terms related to recruitment, such as "vacancy," "appointment," and "balanced geographical distribution," are, on occasion, used differently by different units or persons involved in defining or implementing personnel policy.

This vagueness, as Rollet mentioned, occasionally is necessary in arriving at politically acceptable formulations. As a result, it was the intention of the RPS to develop the Recruitment Manual by compiling all recruitment issues, key terms, and definitions. As the Recruitment Manual is completed and accepted by the Office of Personnel Services (OPS) it will become the booklet of official mandates and guidelines for recruitment distributed to all units in OPS.

Rollet presented some work and basic ideas concerning a reorganized index and the preferred format for the Recruitment Manual. It was my belief that a large number of documents dating from 1958 to the present must be read in order that terms could be identified, and compiled into the index.

### Analysis

Indexing and bookkeeping in my perception are similar in the sense that both are time consuming. The intern

spent considerable time carefully reading each document which was written in diplomatic format. Because of the limited amount of time available for the supervisor to assist the intern, the indexing proceeded rather slowly.

It appeared that RPS (Recruitment Programs Section) operated without rest on its day-to-day duties, with 15 staff members and a chief officer.

It raised the question in my mind of what RPS's function is and whether RPS is effective considering its staff size.

Week of February 7-11, 1985

### Experience

The intern's time was spent observing and talking with Balkas, a recruitment officer, about the functions of RPS. Since the Secretariat is a multi-purpose organization, it would seem that functional complexity would be a major managerial problem. However, the organizational design of the Secretariat has reduced this complexity to simple vertical divisions. Each division is separate, and within each division, each office or section is segmented or autonomous from each other. Thus, each major division is managed relatively independent of organizational components. The general nomenclature of vertical authority is as follows:

Department

Office or Center or Division

Section or Division

Unit

An example of this vertical differentiation in the hierarchy demonstrates the role of function:

Office of Personnel

Recruitment Programs Section

Roster Unit

It was interesting to learn that RPS is one of the most active sections of the Office of Personnel. With 16 staff members from seven countries, its functions are briefly described as:

1. To estimate staff needs for the Secretariat and for technical co-operation programs, as the basis for planning recruitment.

2. To prepare long-term recruitment plans for the Secretariat.

3. To maintain and develop in consultation with the substantive departments, a roster of candidates for the professional and higher level posts in the Secretariat and for technical co-operation project personnel posts.

4. To develop and distribute information on vacancies at the professional and higher level in the Secretariat and in Technical Co-operation project personnel posts.

5. To develop procedures and techniques for the recruitment of candidates for posts in the Secretariat at the professional and high levels and for Technical Co-operation project personnel posts and Co-operates in identifying sources and methods for recruitment in specific areas.

6. To deal with all general correspondence and inquiries from and about candidates for recruitment to professional and higher level posts in the Secretariat and to Technical Co-operation project personnel posts.

7. To administer the Internship Programs.

It was apparent that the functions of RPS are enormously broad which required joint cooperative career planning and human resources development to reach its ultimate goals.

Toward the end of the week, the intern used up the time on continuing the project and outlining the upcoming investigative uses.

### Analysis

As mentioned earlier, the staff of the UN is divided into two main categories of staff. One category, the Professional staff, is defined as the professional vacancies that call for persons of real professional talent in fields related to the work of the UN. In filling the vacancies special attention is paid to the development and

maintenance of a proportionate balance among the different Member States. As stated in the Charter of the UN, "due regard shall be paid to the importance of recruitment of staff on as wide a geographical basis as possible" (Article 105, 1946).

Over the years the General Assembly has established a quota system for professional staff. According to this scheme, every Member State is entitled to a number of posts to be occupied by its nationals. In order to preserve a degree of flexibility, the quota is defined as a range. As shown in Figure 2, for example, the United States of America has the highest range of post entitlements, 477. The lowest range, 2 to 14 posts, is held by many Member States.

The other main category of staff is the General Services Staff which is defined as all types of general supports such as secretary, clerical staff, and the like. The staff is recruited locally from among residents of the area in which the particular office is located.

It was interesting to examine the relationship between these two categories of staff: Professional staff and General Service staff. According to Krufman (1980) the way the organization is structured has a profound effect on the growth and development of its professionals. For example, the P-level will fall into a flat structure due to few levels of management hierarchy. Therefore,

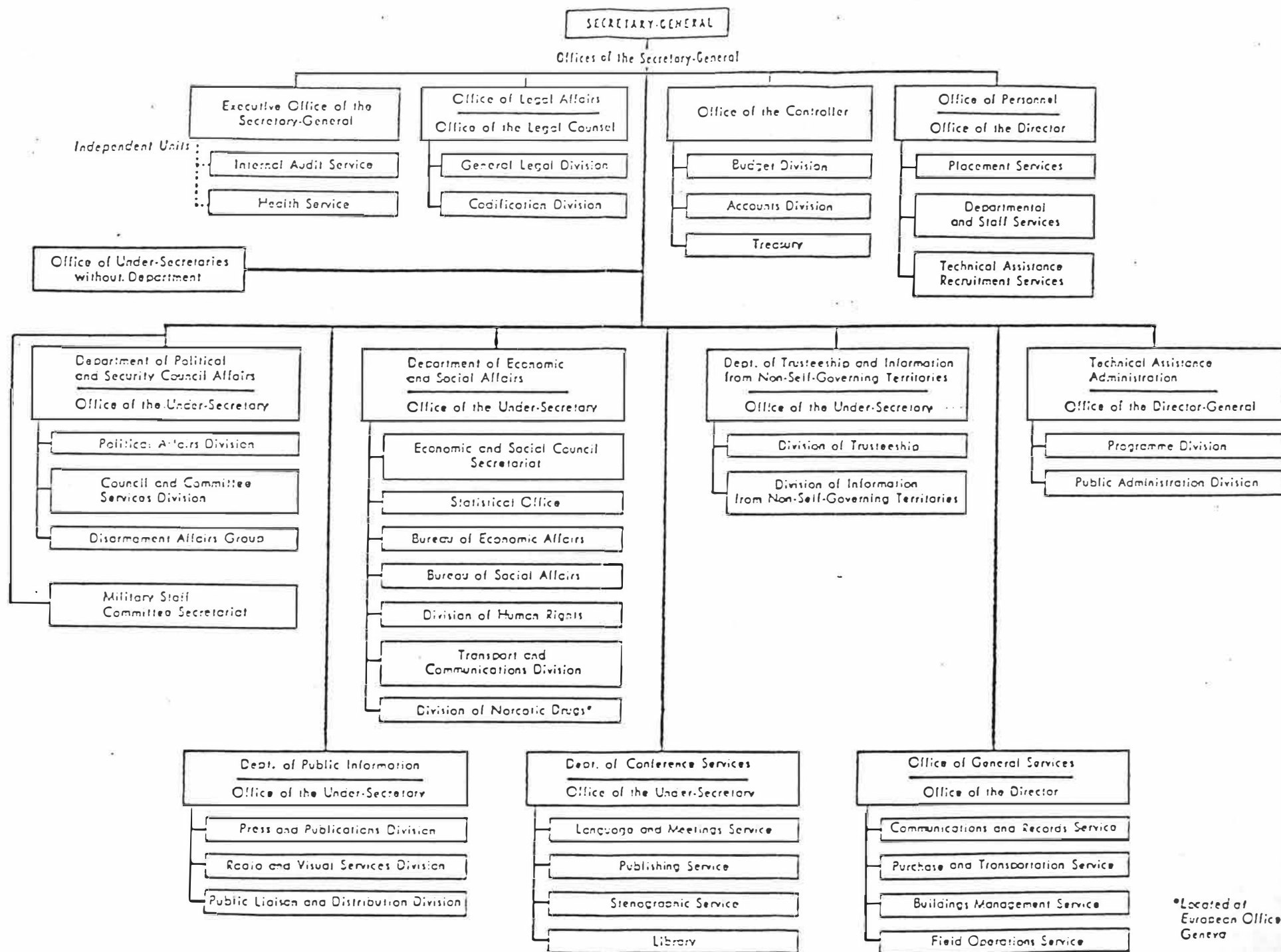


Figure 2. Administrative Structure of the Secretariat at Headquarters



attaining success is more likely than in a tall structure, which is identified as the G-level. Krufman (1980) stated his finding that the relationship between the Professional category and the General Service category has acquired the characteristics of a class or closed system. The rift between management and workers is widening to such an extent that many employees in the General Service category feel like second-class citizens; thus, the movement from the lower (General Service) to the upper (Professional) level is rare. Krufman (1980) stated that "a climate of indifference and apathy uniformly pervades much of the Secretariat, both among lower and upper-echelon personnel. . . . Many staff complained that the organization is becoming more and more bureaucratic and Kafkaesque" (p. 98).

The findings of Krufman should not be read to conclude that all Professional categories and all General Service categories experience apathy such that the employees are not carrying out their work effectively. The diligent work at RPS was contradictory to their finding. Thus, it is interesting to examine the leadership style, the communication structure, and the working environment of RPS.

Week of February 15-19, 1985

### Experience

Early in the week, Dodson called for a meeting of all staff of RPS. Agendas were given out. The bimonthly meeting usually addresses coming events or an update of information. After talking with Murad, the intern observed that RPS is the only unit in the OPS which is being informed about updated events before the OPS circulation is released. Dodson regularly reports her meetings with other units or other departments to RPS's staff. The meeting was conducted in an informal setting.

The intern's time was spent later in the week continuing the project which was almost done. Compiling a recruitment manual was not an easy task. There were many constraints experienced by the intern which required a considerable amount of background not only in the area of RPS but also in the area of the Secretariat as a whole. Another constraint was the limited time which the supervisor contributed in assisting the internship project. Since the supervisor understood day-to-day duties as the first priority and work of the intern was in the lowest of the priorities, both parties were reluctant to ask and answer questions concerning the project.

Toward the end of the week, the first draft of the Recruitment Manual were examined by Rollet. As a result

of the constraints mentioned above, many changes were needed. Both parties obtained a clearer idea of what the task required. It was a long and exhausting week.

### Analysis

The overall network of the RPS could be described as tightly connected, open, bidirectional, and small. Dodson, Chief of RPS, often exchanged messages with other units on work coordination during one-to-one contact, meetings and other channels of communication. Similarly, the recruitment staff seemed to seek external information in job related matters. The intern believed there were good communication channels within the RPS.

The RPS is also classified as tightly connected, where the presence of a relatively large number of linkages within the network enable messages to be transmitted through different channels, especially through informal channels. The RPS is a small unit with 16 staff members. The RPS appeared to have a two-way communication channel and also a fairly adequate one.

The main problem RPS encountered was the heavy work load and shortage of staff. As stated earlier, the job description of RPS encompassed an enormous area of responsibility within the organization, and when coupled with external missions, the organization created pressure on the work environment that decreased the motivation at

work. The work loads are often so heavy that, despite the fact that RPS has good communication channels, motivation in the work place is brought down.

Week of February 22-26, 1985

### Experience

The intern's time was spent completing the first project, compiling the Recruitment Manual, and learning to operate a word processing unit with the assistance of Balkas. Toward the end of the week, Dodson introduced the second project to the intern. It was the issue of recruiting, selecting and hiring qualified women candidates.

For many years the General Assembly has debated the issue of equality of men and women in the Secretariat. Several resolutions have been passed which were designed to provide for increased opportunity and career advancement of women. The present target is that 30% of all professional posts should be occupied by women. The Secretary-General is committed to achieving equality of men and women in the organization and policy guidelines have been issued to achieve this objective.

The Professional staff is divided into fourteen broad occupational groups. These occupational groups and their shares in the Professional staffing are shown in Table 2.

Table 2  
Professionals by Occupational Group

Occupation	Percentage of Professionals in Occupational Group
1. Economics	22%
2. Administration	19%
3. Education and Languages	16%
4. Public Information	8%
5. Political Affairs	7%
6. Social Development	6%
7. Finance	4%
8. Statistics	3%
9. Engineering architecture and related work	3%
10. Library and related work	3%
11. Legal and related work	3%
12. Electronic Data Processing and Information Systems	2%
13. Science and Technology	2%
14. Publishing and Printing	1%

In further discussion, Dodson stated that recruitment plans and actions would aim at ensuring that women attain 25% of the staff in posts subject to geographical distribution in all departments and offices. There were major

existing constraints involved in achieving equality in the work place for women. These were:

1. The current roster did not routinely provide a sufficient number in certain occupations.

2. Posts filled through external examination had been filled largely by men since there were few women who had applied, even though the statistics have shown that women are as successful as men candidates in examinations.

3. Some posts are filled by nations nominated exclusively by the governments. This is particularly the case for Member States in Eastern Europe. If these governments do not nominate women, the Secretariat can do little to increase the proportion of women in these posts. The statistics show there is only one woman out of 54 appointments from Eastern Europe from 1983-1984. This occurred even though the resolutions 33/143, 35/210, and 37/235 provide guidelines stating that "no post is considered the exclusive preserve of any Member State, or group of States and that posts subject to geographical distribution are not successively encumbered by nationals of the same Member State." It is clear that the resolutions have no influence over this situation.

4. Statistics show that some departments and offices do not consider the question of the equality of opportunity for men and women a matter of priority in their area.

Some of these constraints could be minimized, but some were beyond the capability of RPS. Documents were given to the intern to read about the issue that has been discussed (United Nations, Office of Personnel Services (1983). Outline for a Plan of Action: Women in the UN Secretariat). I spent a couple of hours reading documents before the end of an exhausting day.

### Analysis

Learning how to use the word processor was quite an experience which provided the intern with numerous opportunities for enhancing computer skills.

Having approved the final draft of the Recruitment Manual, the next step would be to enter it in the word processor. The intern felt a sense of accomplishment and looked forward to the second project. Experiencing the work environment in RPS provided the intern with a better understanding of the system. The UN is a very complex multi-government organization. Consequently the method of approach to any reorganization is also quite complex.

Week of February 29-March 4, 1985

### Experience

The intern's time was spent on continuing the discussions with Dodson on the issue of women at the Secretariat relevant to documents she recommended the intern to read.

It has been the policy of OPS that whenever equally qualified male and female candidates have applied for a post and the representation status of respective countries does not give definite priorities for the final selection, the women candidates would be preferred. For the medium-term period, OPS was proposing the following explicit modification to this principle in order to recruit proportionally more women into the Secretariat:

Whenever qualified male and female candidates have applied for a geographical post and the female candidate is not from an over-represented country she should be preferred to a male unless he is from an unrepresented or under-represented country and she is not. (United Nations Secretariat, ST/AI/295, para. 9, 1982)

As of 1985, the RPS was concentrating on the woman's issue for professional posts in six Arab States. These were Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and United Arab Emirates. These countries are either in the first or second priority for recruitment as shown in Table 3. The issue of recruiting women involves data collection of country files, the effective roster, the ad hoc programs in searching for qualified candidates, the joint efforts of Member States concerned and the follow-up letter of the action taken.

The intern was assigned to assist Alaxsandra Mytrill, the officer in charge of writing follow-up letters. All of the previous follow-up letters were kept in the Archives of the word processing machine. With Mytrill's



Representation of Member States in Posts  
Subject to Geographical Distribution in  
Order of Priority for Recruitment

FIRST PRIORITY		SECOND PRIORITY		THIRD PRIORITY	
UNREPRESENTED MEMBER STATES		UNDER-REPRESENTED MEMBER STATES		WITHIN RANGE/BELOW MIDPT MEMBER STATES	
(NUMBER OF STAFF)		(NUMBER OF STAFF)		(NUMBER OF STAFF)	
ALBANIA (0)		ANTIGUA AND BARBUDA (1)		ANGOLA (3)	
BAHRAIN (0)		BHUTAN (1)		BAHAMAS (2)	
BRUNEI DARUSSALAM (0)		CZECHOSLOVAKIA (12)		BELGIUM (26)	
DJIBOUTI (0)		DOMINICA (1)		BELIZE (2)	
GABON (0)		EQUATL GUINEA (1)		BOLIVIA (5)	
GUINEA-BISSAU (0)		GERMAN DEM REP (13)		BOTSWANA (4)	
KUWAIT (0)		GERMANY, F R OF (117)		BURMA (7)	
MALDIVES (0)		ISRAEL (3)		BURUNDI (6)	
MONGOLIA (0)		ITALY (66)		BYELORUSSN SSR (13)	
PAPUA N GUINEA (0)		JAPAN (116)		CAPE VERDE (2)	
QATAR (0)		LUXEMBOURG (1)		CENT AFR REP (3)	
S TOME PRINCPE (0)		MOZAMBIQUE (1)		CHAD (6)	
SAINT CHRISTOPHER N (0)		NORWAY (10)		COMOROS (2)	
SAINT LUCIA (0)		OMAN (1)		CUBA (9)	
SOLOMON ISLANDS (0)		SAMOA (1)		DEM KAMPUCHEA (5)	
VANUATU (0)		SAUDI ARABIA (4)		DEMOCRAT YEMEN (5)	
		SWAZILAND (1)		DENMARK (18)	
SUB-TOTAL STAFF NO. (0)		U A EMIRATES (1)		DOMINICAN REP (4)	
NO. OF MEMBER STATES (16)		UKRAINIAN SSR (26)		FIJI (6)	
		USSR (169)		FRANCE (127)	
		VENEZUELA (11)		GREECE (13)	
				GRENADA (4)	
		SUB-TOTAL STAFF NO. (557)		GUATEMALA (5)	
				GUINEA (7)	
		NO. OF MEMBER STATES (21)		HONDURAS (6)	
				ICELAND (4)	
				INDONESIA (9)	
				LAO P DEM REP (2)	
				LESOTHO (7)	
				LIBYAN ARAB J (7)	
				MAURITANIA (4)	
				MEXICO (19)	
				NETHERLANDS (38)	
				NICARAGUA (4)	
				NIGER (5)	
				PANAMA (7)	
				PARAGUAY (2)	
				ROMANIA (6)	
				RWANDA (4)	
				SAINT VINCENT & GR (2)	
				SEYCHELLES (3)	
				SOUTH AFRICA (10)	
				SPAIN (42)	
				SURINAME (2)	
				SWEDEN (32)	
				USA (477)	
				VIET NAM (6)	
				YEMEN (5)	
				ZIMBABWE (7)	
				SUB-TOTAL STAFF NO. (994)	
				NO. OF MEMBER STATES (49)	
				AFGHANISTAN (12)	
				AUSTRALIA (43)	
				BARBADOS (9)	
				BENIN (10)	
				BULGARIA (14)	
				BURKINA FASO (8)	
				CAMEROON (13)	
				CANADA (69)	
				COLOMBIA (15)	
				CONGO (10)	
				COSTA RICA (9)	
				CYPRUS (9)	
				ECUADOR (9)	
				EL SALVADOR (8)	
				FINLAND (19)	
				GAMBIA (9)	
				HAITI (13)	
				HUNGARY (14)	
				IRELAND (16)	
				IVORY COAST (12)	
				JORDAN (9)	
				LIBERIA (12)	
				MADAGASCAR (12)	
				MALAWI (9)	
				MALAYSIA (15)	
				MALI (14)	
				MALTA (8)	
				MOROCCO (13)	
				NEPAL (11)	
				NEW ZEALAND (14)	

Source: United Nations Secretariat, Planning and Information Section of the Office of Personnel Services, 1985.

assistance, the intern was able to develop a follow-up letter. On the last day of the week, there was a surprise birthday party for one of the staff in RPS organized by Dodson. Wine and cheese was provided by the staff members. It was a nice break from my busy routine.

### Analysis

Observing and learning from Mytrill on how to write a diplomatic letter was not an easy task. A person must have full understanding of how to use technical and diplomatic terms and must also be knowledgeable about the matter.

Week of March 7-11 1985

### Experience

The intern continued to spend time on the follow-up letters with Mytrill. I also met and had discussions with Murad Balkas, OPS officer working in Career Development in the UN.

Balkas explained that in the UN the implementation of a formalized career development system has been talked about for many years. However, it was only in 1983 that the Assistant Secretary-General for Personnel established an internal task force for developing the concept of a comprehensive career development system. Since the UN staff employs over 15,000 people, the Secretariat employs

people from more than 144 countries. Forty-four percent of the staff is stationed around the world. Thus, the approach to develop and to implement a career development plan is not as straight forward as in private and for profit organizations.

The UN is a very complex multi-government organization, with diverse cultures. Consequently, the plans, programs and methods of approach to any reorganization are quite complex. This situation raised the question of the main objectives of the UN career development. Balkas further stated that the career development system is defined as to identify and utilize fully the professional capabilities of existing staff as well as their potential for further training to meet the present and future needs of an organization.

The basic components of the career development system are described as:

1. To establish typical career paths within occupational groups (Political Affairs Officers, Lawyers, Administrators, Statisticians, Economists, etc.).

This seems to be a special feature of the UN system. In many organizations, the employees advance along departmental or functional lines but never along occupational lines.

2. To standardize job qualification requirements at each grade level and within each occupational group. The

career development system will insure that the level of skill and responsibility required in each post is compatible with that of other posts, both within each occupational group and across the Secretariat as a whole.

3. To issue and post vacancy announcements for every vacant post.

4. To establish data bases necessary for good career development planning.

5. To design the performance evaluation system and to tailor it to the needs of each occupational group.

6. To develop a systematic rotation and mobility scheme that includes incentives to encourage job rotation and mobility between duty stations.

7. To organize and implement a career counseling service. This service provides information on career prospects, training requirement, etc.

8. To develop policies and procedures which facilitate promotion and assignment to posts.

9. To define and organize training programs in order to help staff members improve and enhance their skills. Training was within occupational settings.

Each of the nine tasks represents a rather complex study project consisting of data compilation and analysis and the formulation of new or revised policies and procedures. According to Balkas, the work on the plan and design on the new career development system has been under

way since the beginning of 1984, and the design phase required three years. The system is expected to come into operation in 1987.

Week of March 14-18, 1985

### Analysis

During the past weeks, the intern had an opportunity to interact with and observe the leadership style of Dodson. It appeared that Dodson's leadership style was "interrelating the task with individual needs." Using Reddins' (Sergiovanni & Starratt, 1979) basic style behavior indicators, the related and integrated style were most evident during internship. The Chief's of RPS time was spent listening, advising, accepting, encouraging, interacting, integrating, and participating in assigned responsibilities. However, relative to the situational needs, there was evidence of a dedicated style. The specific behavior exhibited related to delegated style and was appropriate for the situation such as organizing, initiating, directing and controlling.

<u>Related</u>	<u>Integrated</u>	<u>Separated</u>	<u>Delegated</u>
*To listen	*To direct	*To examine	*To organize
*To accept	*To motivate	To measure	*To initial
*To trust	*To integrate	To administer	*To direct
*To advise	*To participate	To control	To complete

\*To encourage    To innovate        To maintain        To evaluate

---

\*Observed

The observations were done in a limited situation with just a few staff members. The leadership style of the Chief of RPS seemed to be effective and appropriate for the situation. Despite the complexity of the RPS in management, and task perspective, a high value for individuals was consistently evident. The organization and the environment could have easily dictated a very high task oriented leadership style with little regard for individuals. It was worthwhile to be exposed to a leadership style where consideration for tasks and consideration for individuals are integrated.

## CHAPTER IV

### EVALUATION

A different person emerged after having completed the internship than the person who entered it. The intern participated in an eight week, 320 hour experience with the Chief of Recruitment Programs Section. It proved to be one of the most valuable experiences of my professional career. It helped me to develop an understanding of and to acquire skills in external and internal communication processes utilized by the staff of RPS, to become more sensitive to the needs of a variety of groups of people positioned in the organization, and to become more assertive. I have also become aware of the fact that while I, as an administrator, would have to play many roles, I would still have to be myself.

The important functions performed by Chief of RPS appeared to be the following:

1. To develop unit goals, enforce policies, and provide direction.
2. To organize and to design programs to accomplish the goals.
3. To monitor progress, to solve problems, and maintain order.
4. To manage resources.

5. To create a climate for personal and professional growth and development.

6. To represent the UN to the outside community.

In order to be effective, the Chief of RPS must develop unit goals and objectives which reflect a commitment to organizational philosophy, policies, and goals. The Chief of RPS should have a clear vision and direction for achieving long-term goals of the section and of the whole organization as well. A Chief of RPS serves as a facilitator of other people's action either by minimizing factors that may disrupt the learning process or by obtaining support and materials.

Spending eight weeks in the office of the Recruitment Programs Section was a beneficial experience. It enabled the intern to have a better understanding of non-profit organizations such as the UN. The experiences also provided the intern with opportunity to focus on the leadership positions of RPS and the UN itself. The intern was also able to review the literature and research and to actively participate and experience realities of the Recruitment Programs Section.



## APPENDIX

# INDEX ON MANDATES AND GUIDELINES FOR RECRUITMENT

Subject	Authority	Date
<u>AGE</u>		
- at time of appointment (minimum)	PD/4/58	1958
- reduce average age for P1/P2 to 35	PG/33/143/II, 5	20/12/1978
- maximum for national examination: 34	ASG/OPS, notice to M.S.	06/04/1979
- suggested maximum for all grades: P1-30; P2-35; P3-40; P4-45; P5-50; D1-55	ASG/OPS, Jonah to Hds/Depts Cable ASG/OPS, Negre	06/04/1979 02/18/1983
- mandatory retirement age: 60 except local GS s/m with less than 20 years contributory service in pension- fund at 60	Regul. 9.5 and GA/33/143/II 3 GA/35/210 ST/AT/213/Rev.1	12/17/1980 07/18/1984
- extension beyond 60 maximum 6 months	Regul. 9.5 GA res. 33/143	12/20/1978
- retention in service and employment beyond age of retirement	ST/AT/213/Rev.1	07/18/1984
- after separation at age 55 or older, no SSA unless there is a 3 month break	ST/AI/295	11/19/1982
- as interim measure, a s/m receiving pension shall not receive from UN more than \$12,000 in one calendar year	GA/37/237 (on programme budget) ST/AI/213/Rev.1	12/21/1982 07/18/1984

### ANNUAL WORK PLAN

- |   |                    |            |
|---|--------------------|------------|
| - Requested by GA   | GA/35/210/Annex II | 12/17/1980 |
| - SG should report each year on im-<br>plementation of plan | GA/35/210/Annex II | 12/17/1980 |

### ASSISTANTS

- |  |         |            |
|--|---------|------------|
| - contractual status of special assistants | PD/2/82 | 04/12/1982 |
|--|---------|------------|

### APC/APB

- |  |  |  |
|--|--|--|
| - establishment of appointment and pro-<br>motion committee at designated offices<br>away from HQs | ST/AI/242<br>ST/SBB/151<br>ST/AI/234           | 02/22/1977<br>01/07/1976<br>01/07/1976 |
| - no presentation necessary for cand.<br>recruited through examinations                            | Memo from ASG/OPS, Jonah<br>to SG for approval | 04/09/1981                             |

### APPOINTMENT

- |  |   |      |
|--|---|------|
| - short-term appointment   | See TEMPORARY STAFF                                     |      |
| - initially, fixed-term appointments<br>given rather than probationary | No written document but<br>practice enforced by ASG/OPS | 1982 |

### BREAK IN SERVICE

Minimum between contracts:

- |                          |                         |
|--------------------------|-------------------------|
| - individual contractors | See CONSULTANTS and AGE |
|--------------------------|-------------------------|

## BULLETIN

- |   |            |            |
|---|------------|------------|
| - a bulletin announcing projected vacancies | GA/33/143  | 12/20/1978 |
| - SG indicated that format may be changed   | A/C.5/39/9 | 09/27/1985 |

## CLASSIFICATION

- |   |                                    |                          |
|---|------------------------------------|--------------------------|
| - all vacant professional posts will be classified using the ICSC standards                                     | ST/AI/277                          | 11/10/1980               |
| - implementation of ICSC standards effective from 1 Jan. 1981   | GA/33/143/I (f)<br>GA/35/214/ (20) | 12/22/1978<br>12/20/1980 |
| - prior to any recruitment or promotion action, the post in question must be classified using the ICSC standard | PD/1/81                            | 01/06/1981               |

## CONTRACTS

- |  |                    |            |
|--|--------------------|------------|
| - fixed-term: GA invites SG to increase number of staff on fixed term    | GA res. 1436 (XIV) | 12/05/1959 |
| - organizations should establish their needs for permanent and fix.-term | GA/37/126/IV 4     | 12/17/1982 |
| - permanent contracts after 5 yrs on fix.-term                           | GA/37/126/IV 5     | 12/17/1982 |

## CONSULTANTS

- |  |                            |            |
|--|----------------------------|------------|
|  | See INDIVIDUAL CONTRACTORS |            |
| - purposes and functions                 | ST/SGB/177                 | 11/19/1982 |
| - participants in advisory meetings      | ST/SGB/177                 | 11/19/1982 |
| - remuneration procedures for engagement | ST/AI/296                  | 11/19/1982 |

- max. 6 work/mths in any period of 12 consecutive months; but may be extended to 9 work months on authority of OPS	ST/SGB/177	11/19/1982
- study on procedure for hiring by IAD	Memo from Niazi, IAD to ASG/OPS Negre	06/28/1984

#### CORRESPONDENCE

- on candidates recommended by M.A.	Memo from Tarzi to Chief/SRS	06/14/1978
- with Member States: to Permanent Repres.	Memo from Estabial, OIC to R.O.	01/16/1981

#### DELAYS

- recruitment procedures to be completed with speed	GA/34/245	12/18/1984
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#### DELEGATION OF AUTHORITY

- to UNDP	PD/2/65/Add.1	02/14/1966
- to UNIDO	USG/AM approved on behalf SG	04/25/1977
--appoint. up to P-4 on fix-term up to 2 years for service with "UNIDO only" to be reported to sg through ASB/OPS	UNIDO/EX/B.93	05/31/1977
--extend fix.-term of staff up to P-4 for up to 12 mths; if more, refer to HQs		
--project personnel: appointment, extension and reclassification up to 1-7		
--reassignment of staff and authority to issue new appointment or reinstate former UNIDO s/m within 12 mths of separat.	ASG/OPS Jonah to Dr. Khane conveying SG approval	05/07/1982

- vacancy announcements to be prepared and circulated by UNIDO for UNICO posts in accordance with HQs standards
- appointment of staff up to D-1 up to 2 years "for UNIDO only" if case approved by APB; nationals must be NUN or below mid-point in UN Secretariat and in UNIDO. UNIDO should establish its own Board for appointment and promotion of staff limited to service with UNIDO only. SR 104.14(a) to be amended

Elissejev, OIC/OPS to SG  
approved by SG, conveyed  
to Khane, UNIDO

05/21/1982

02/10/1984

#### DESIRABLE RANGE

- special efforts to recruit from NUN.
- From 1/1/1981. calculation of new ranges based on membership in organization and scale of contribution to regular budget;
- base figure will be 3,350 posts;
- in future, 10 out of every additional 100 posts added to the population factor; the rest to be assigned equally to the membership plus the contribution factors.
- membership factor will be based on 7.75 as the mid-point of the minimum desirable range.
- 240 posts for population factor distributed among various regions in proportion to their populations
- GA will review ranges at 41st session

GA/39/245/I (2)

12/18/1984

GA/35/210/I

12/17/1980

--the number of national of each M.S.  
in posts subject to geog. dist. will  
be published every 3 months

Memo from ASG/OPS Jonah to 02/03/1981  
Heads of Dept. and Offices

#### DIFFICULT DUTY STATION

- accelerated home leave, additional  
education grant travel, financial  
incentives

ST/AI/280/Rev. 1 08/14/1984

#### EARMARKING

- earmarking of vacancies should be  
narrowed down to no more than one or  
two nationalities for each post.
- need to co-operate with Depts
- depts must earmark 2 out of 5 vacancies;  
need to earn. 40% at P-3 and above.
- minimum of 40% of posts above P1-P2  
exclusive of replacement
- earmarking of specific No of posts  
based on average No of vacancies by  
occupation
- same as above but for women

Memo from ASG/OPS Jonah to 11/24/1981  
Negre, Dir. Div. of  
Recruitment

Memo from ASB/OPS Jonah, 05/07/1981  
to DG, USG and ASG

Memo from Dir.Rec. Negre 07/15/1981  
to Exec./Adm Office

Memo from ASG/OPS Negre 01/01/1984  
to Head of Depts

Memo from USG/AM Ruedas 04/04/1984

Memo from AS/OPS Negre to 02/1984  
Heads/Depts

Memo from ASG/OPS Negre to 02/1985  
Heads/Depts

## ECWA

- |  |  |            |
|--|--|------------|
| - on waiving of provisions of GA resolutions concerning overrepresented candidates   | Memo from SG to USG/AFM Debatin                          | 12/08/1981 |
| - special measures not needed  | Memo from ASG/OPS Jonah to USG/AFM Debatin               | 12/04/1981 |
| - special measures for recruitment   | Memo from ASG/OPS Negre to Al Attar, Executive Secretary | 08/01/1984 |
| - encourage competent personnel from NUN to work in the Secretariat at ECWA as staff members on a regular or fixed term basis and to take necessary measures to enable ECWA to recruit staff from any Member State to meet its personnel requirements. | GA/39/242/III (c)  | 12/18/1984 |

## EDITORS

- |  |         |      |
|--|---------|------|
| - recruitment and promotion of editors can be given probationary or fixed-term | PD/2/81 | 1981 |
|--|---------|------|

## EDUCATION

- |   |                                     |            |
|---|-------------------------------------|------------|
| - equivalencies for presentations APC/APB | Memo No 2, Dir. Recr. Negre to RO's | 09/28/1982 |
|---|-------------------------------------|------------|



- |  |  |         |
|--|--|---------|
| <ul style="list-style-type: none"> <li>- "World Guide to Higher Education" (UNESCO) should be used to determine level of degree. Degrees or diplomas obtained in a field of study relevant to the functions concerned should be taken into account.</li> </ul> | Memo from Mr. Tortel,<br>Chief Personnel Dept. | 01/1985 |
|--|--|---------|

#### EXAMINATIONS

- |  |   |                          |
|--|---|--------------------------|
| <ul style="list-style-type: none"> <li>- policy for G to P examinations</li> </ul>   | ST/SGB/173  | 08/29/1979               |
| <ul style="list-style-type: none"> <li>- policy for national examinations</li> </ul>   | ST/SBG/210  | 01/22/1985               |
| <ul style="list-style-type: none"> <li>- for P1/P2 level posts, competitive means in consultation with M.S. for 70% or vacancies.</li> </ul>   | GA/33/143   | 12/20/1978               |
| <ul style="list-style-type: none"> <li>- taking into consideration governments concerned, to be organized on a national, subregional or regional basis, according to principle of geographical distribution</li> </ul> | GA/33/143/I (h)   | 12/20/1978               |
| <ul style="list-style-type: none"> <li>- external candidates with at least a first level university degree must take competitive examination.</li> </ul>   | GA/35/210   | 12/17/1980               |
| <ul style="list-style-type: none"> <li>- national examinations             <ul style="list-style-type: none"> <li>- grade/step upon recruitment</li> <li>- internal candidates eligible</li> </ul> </li> </ul>         | Memo from Rollet to<br>Dir. Rec. Negre<br>SMCC/VII/29 para 30 | 11/09/1982<br>12/20/1983 |
| <ul style="list-style-type: none"> <li>- methods of selection must be confidential</li> </ul>  | GA/33/143/I (i)   | 12/20/1978               |

- |   |                                 |                          |
|---|---------------------------------|--------------------------|
| - review overall system of competitive examinations and the consequences of the proposed expansion of the competitive examinations to the P-3 level | GA/39/245/I (6)                 | 12/18/1984               |
| - implement recommendations 1, 2 and 3 of JIU report (A/39/483)   | GA/39/245/I,6,(a)               | 12/18/1984               |
| - reserve list of successful candidates   | GA/39/245                       | 12/18/1984               |
| - <u>language of examinations</u><br>--SG proposes to Eng. and French only in future exams (GA took note)   | GA/35/210/III (c)<br>A/C.5/39/9 | 12/17/1981<br>09/27/1984 |
| - SG proposes exams for <u>P3 posts</u>   | A/C.5/39/9                      | 12/27/1984               |

#### FAMILY RELATIONSHIP

- |  |                            |            |
|--|----------------------------|------------|
| - employment of family members on G-4 visas                | ST/IC/78/53<br>ST/IC/82/82 | 08/24/1978 |
| - employment of family members                             | Staff Rule 104.10          |            |
| - assignments of married couples to the same duty station. | Staff Rule 104.10          |            |

#### FREEZE

- see SUSPENSION

#### GENERAL SERVICE AND MANUAL WORKERS

- |                             |         |      |
|-----------------------------|---------|------|
| - appointment and promotion | PD/1/78 | 1978 |
|-----------------------------|---------|------|

- |   |  |         |
|---|--|---------|
| - implement JIU recommendations in its report on General Service staff of the UN and Geneva based specialized agencies to improve the efficiency of recruitment | GA/32/327                                  |         |
| - Procedures for GRS staff  | Manual by Chief, GRS<br>Ms. Landreth-Smith | 01/1985 |

#### GEOGRAPHICAL DISTRIBUTION

- |  |  |  |
|--|--|--|
| - over-repres. cand. must be approved by ASG/OPS before presented to APC/APB   | Manual by Chief, GRS<br>Ms. Landreth-Smith         |  |
| - target to 40% prof. vacancies subj. geogr. distr. for NUN.   | GA/33/143/II (1)<br>GA/35/210/I (1)                | 12/20/1978<br>12/17/1980               |
| - increase representation of developing countries in senior and policy-making at D-2 level   | GA/35/210/I (5)<br>GA/37/235/ A<br>GA/39/245/I (4) | 12/17/1980<br>12/21/1982<br>12/18/1984 |
| - replacement permitted for M.S. whose nationals serve primarily on fix-terms  | GA/35/210 Sec. I para 4                            | 12/17/1980                             |
| - equitable geographical distribution  | Memo SG to all Heads of<br>Depts./Offices          | 01/28/1983<br>05/13/1983               |
| - no post should be considered the exclusive preserve of any Member State, or group of states  | Memo ASG/OPS<br>GA/33/143/II (2)                   | 06/04/1979<br>12/20/1978               |
| - establish and pursue an active recruitment policy to raise the level of personnel recruitment from NUN and countries below mid-point | GA/35/210/I (2)                                    | 12/20/1980                             |

- permit replacement by candidates of the same nationality only on necessary basis and within a reasonable time-frame	GA/35/210/I (4)	12/20/1980
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- desirable range	See DESIRABLE RANGE	
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GRADE/STEP UPON RECRUITMENT

- determination of grade/step for Prof. staff	Note by Recruit Approved by ASG/OPS (8/1/85)	01/03/1985
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ICSC

- personnel arrangements for appointment selection, transfer (etc.) of staff	Proposal by ASG/OPS Negre to Chairman ICSC, Akwei	02/06/1985
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INDIVIDUAL CONTRACTORS

See RECRUITMENT PROCEDURES

- purpose and condition of employment	ST/AI/295 ST/SGB/177	11/19/1982 11/19/1982
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- procedures for engagement	ST/SGB/177	11/19/1982
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- remuneration	ST/AI/296	11/19/1982
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- termination for contract	ST/AI/296	11/19/1982
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- duration for services --normally 6 month, max. of 9 months, in 12 consecutive months	ST/AI/296	11/19/1982
--	-----------	------------

- condition of employment --former staff members 55 or older must have a 3-month break.	ST/AI/296	11/19/1982
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### INFORMATION ON RECRUITMENT

- |   |                                    |                          |
|---|------------------------------------|--------------------------|
| - bulletin containing all existing vacancies and expected vacancies in following year must be issued every six months | GA/33/143/I (a)<br>GA/35/210 Annex | 12/20/1978<br>12/20/1980 |
| - publicity should be given on recruitment of personnel in co-operation with Member States                            | GA/33/143/I (B)                    | 12/20/1978               |
| - information notes to prospective candidates   | In consultation with Depts         |                          |

### INTER-AGENCY AGREEMENT

- |                                      |                    |            |
|--------------------------------------|--------------------|------------|
| - on transfer, secondments and loans | ACC/1982/PER/CM/24 | 11/02/1982 |
|--------------------------------------|--------------------|------------|

### INTERNAL CANDIDATES

- |   |   |            |
|---|---|------------|
| - applications from s/m   | See VACANCY ANNOUNCEMENT                  |            |
| - priority to s/m   | Regulation 4.4                            |            |
| - review of internal candidates by depts prior to recruitment       | Memo from ASG/OPS Jonah to Heads dept/off | 03/10/1980 |
| - need for overseas Personnel office to contact CDPU (APB request). | Cable ASG/OPS to Heads of Admin.          | 02/18/1983 |

### INTERPRETERS AND TRANSLATORS

- |                             |   |              |
|-----------------------------|---|--------------|
| - recruitment and promotion | PD/9/59 and amend. 1<br>Memo of understanding between DCS/OPS<br>Information note prepared in consultation with DCS | 1959<br>1982 |
|-----------------------------|---|--------------|

- special condition for short-term language staff	PD/2/78, para 4	1978
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#### LANGUAGES

- languages of the Secret. and official languages of UN	GA/2 (I)	02/01/1946
- requirements for recruitment from 1/70 Manual for overseas APC's	GA/2480 B (XXIII) para 1 (a) para 2-6.4	12/21/1968
- flexibility in implementation of GA/2480 B for promotion - decision of 5th Committee	29th session	
- interpretation of language requirements	Memo from Nottidge to ASG OPS/Doss	03/17/1982
	Reply: Negre, Dir. Rec. to ASG/OPS Doss.	04/15/1982
- in examinations	See EXAMINATIONS	

#### LIBRARIANS

- recommendations on recruitment of better qualified candidates	JIU/REP/84/1 issued as A/39/299	06/11/1984
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#### LOAN

- non-reimbursable loan: from outside the UN system	ST/AI/231	01/12/1976
- inside UN system	See INTERAGENCY AGREEMENT	

## LOCAL RECRUITMENT

Staff Rule 194.6  
See APPOINTMENT

### Medical

- medical standards and clearances
- need to observe procedures strictly  
(cost of disability cases)

PD/2/80 Rev.1

09/28/1984

Memo from ASG/OPS Negre  
to Chiefs of Adm and  
Personnel Chiefs

04/22/1983

### MISSIONS

- posts must be earmarked before recruitment mission

Memo from ASG/OPS Jonah  
to Hds. dept/off.

03/05/1980

### NATIONALITY

- for employment refer to
- for complicated cases

Staff Rule 104.8

Memo Dir. of Rec. Tarzi to  
Chiefs PRS, RPS, GRS

09/26/1979

### OPAS OFFICER

See RECRUITMENT PROCEDURES

### PART-TIME EMPLOYMENT

- for GS
- for all staff in the 100 series

GA/35/210 sec. V, 4 (b)  
ST/AI/291

12/17/1980  
07/15/1982

ST/AI/291/rev. 1

07/18/1984

### PERMANENT APPOINTMENT

Staff Rule 194.3  
See APPOINTMENT

### PERMANENT RESIDENT

- permanent residents cannot be counted in geogr. range

5th Comm. decision 1953  
8th session, A/2615 (67)

### POLICY

- the staff shall be appointed by the SG under regulations established by the SG
- need for the highest standards of efficiency, competence, and integrity; is compatible with the principle of equit. geographical distribution
- no commitment to any candidate before all the necessary procedures have been completed.
- new posts in budgets should include a reasonable proportion of P1 and P2 posts
- establish the procedures for vacant posts at Headquarters from P1 to D1, recruited from outside the ST.

UN Charter, art. 100 07/1968

GA/35/210 12/17/1980

Memo from Jonah to Head of Dept. 02/03/1981  
03/08/1982

GA/39/235 I (6,b,c,) 12/18/1984

PD/2/77 08/16/1977

### P1/P2 LEVEL

- average age of staff at the P1/P2 level should be reduced to 35

GA/33/143/I (h) 12/20/1978



- movement of staff from GS category to the professional category shall continue to be limited to 30% of the total number of posts available at these levels

GA/33/143/I (g)  
GA/35/210/I (4)

12/20/1978  
12/17/1980

### P3 POSTS

- SG proposes exams to fill P-3 posts

See EXAMINATIONS

### RECRUITMENT PROCEDURE

- request form must be sent with JD

PD/32/55  
Memo Dir. Rec. Tarzi to  
Ex/Off. and Gherab  
ASG/OPS

03/25/1974  
02/25/1974

- the recruitment procedures are completed with all due speed within a reasonable time frame.

GA/39/245/I (3)

12/18/1984

- OPS must notify all candidates of the results

PD/2/82/1  
GA/39/245

04/02/1982  
12/18/1985

- temporary staff

ST/SGB/177

11/19/1982

- technical co-operation personnel or as operational

ST/SGB/177

11/19/1982

- individual contractor

ST/AI/295

11/19/1982

- consultants

ST/AI/296

11/19/1982

- participants in advisory meeting

ST/AI/297

11/19/1982

## RE-EMPLOYMENT

Staff Rule 104.3  
See APPOINTMENT

## REFERENCES

## REFUGEES

- nationality status of UN Refugees

Memo from Chief Rules and Personnel M. Auger to  
Toochin, UNDP Pers. 03/30/1984

## REGULAR APPOINTMENT

- condition of appointment

ST/AI/295 11/19/1982  
Staff Rules 104.13

## REPLACEMENT POSTS (GEOG. DISTR.)

- permitted for nationals servicing primarily on fixed-term (etc.)
- definition

GA/35/210/I paras. 3,4 12/17/1980

Note by Ise, Dep. Chief PRS 07/17/1984  
See also GEOGRAPHICAL DISTRIBUTION

## ROSTER

- use of roster
- composition of roster of candidates must be more geographically representative and a thorough search made before filling post

GA/35/210 ANNEX 12/17/1980

GA/33/143/I (c) 12/20/1978  
GA/34/219/III

## SECURITY OFFICERS

- recruitment

## SOUTH AFRICANS

- nationality and visa status of black S.A. Memo from Chief Rules and Pers. M. Auger to Ise, Deputy Chief PRS transmitting note for file 07/23/1984

## SPOUSES

- possibility of employing spouses ST/AI/273 03/04/1980  
SR 104.10  
see FAMILY RELATIONSHIP

## STEPS

- granting of steps upon appointments (re: guidelines to APB/APC) Memo from Dir. Rec Negre to ASG/OPS Jonah 08/10/1981
- granting of steps in national exam See EXAMINATIONS

## SUSPENSION OF RECRUITMENT

- temporary suspension decided by SG ST/AI/318 from USG/AM 09/10/1984
- implementation Memo from ASG/OPS Negre to Heads of Dept./Offices 09/27/1984  
Memo from Dir. Rec. Radovic to ASG/OPS, approved 10/02/1984
- freeze lifted Memo from ASG/OPS Negre to Heads Dept/Offices 02/28/1985

TECHNICAL CO-OPERATION PERSONNEL

ST/SGB/177

11/19/1982

TEMPORARY STAFF

- short-term appointments (maximum of 6 months)
- temporary appointment
- less than one year: under 100 series
- short-term staff appointed against posts open for recruitment if needed but cannot be candidates if agreement between OPS/Dept, limit to 3 months when case is being presented to APC/APB

300 series of Staff Rules  
ST/AI/274  
PD/8/56  
PD/2/78

06/30/1980  
04/30/1956  
06/01/1978

Staff Rules 104.12  
PD/26/55  
ST/AI/296  
ST/AI/297  
STAI/274  
ST/SGB/177  
ST/AI/232

10/05/1955  
11/19/1982  
11/19/1982  
06/30/1980  
11/19/1982  
11/19/1982

ST/AI/295

11/19/1982

Memo ASG/OPS Jonah to  
Dir. Rec. Negre

09/23/1982

TRANSFER

- from 200 series to 100 series

TRANSLATORS

See INTERPRETERS

## VACANCY ANNOUNCEMENTS

- applications from s/m	Memo from OIC of placement	01/17/1975
- applications to be sent to overseas offices but copies of presentations to local APC must be sent to HQS prior to presentation	Cable by Dir. Rec. Tarzi to Chiefs of Admin.	1977/1978
- issuance of V.A. for D-2 posts	Decision of 5th Comm Memo from Dir. Rec. Tarzi to Ex. Offices	1976 02/25/1977
- qualification for each level and distribution of V.A.	Memo from Tarzi, Chief SRS to Ex. Offices	11/17/1975
- delegation authority to issue V.A. given to UNIDO "for UNIDO only"	Letter ASB/OPS Jonah to DR/Khane	05/07/1981
- level: SG has right to appoint below level advertised	Memo Chief RPS Oppenheimer to Dir. Rec. Tarzi as amended by Nottidge	04/25/1978 06/06/1978
- language requirements for VA	Memo Chief RPS Oppenheimer to Dir. Rec. Tarzi	01/23/1978
- conditions for waiving circulation of VA's	SG report A/36/495 para 27 Memo ASG/OPS Jonah to Negre, Dir. Rec.	09/29/1981 11/24/1981
- waive for NUN if Cand. identified by Dept. or from roster particularly women	Memo ASG/OPS Negre to Heads/Depts	01/01/1984
- waive VA if wom. cand. is NUN or below mid-point	Memo USG/AM to Hds/Dept	04/04/1984

- waive VA + collaterals for small UN	Memo USG/AM to Hds/Dept	04/04/1984
<u>VISA</u>		
- difficult cases must be immediately brought to the attention of the U.S. Mission if the person's services are needed by the Organization	Memo ASB/OPS	09/26/1979
- Visa status of non-US staff expiration of G-4 visa, employment of family members on G-4 visa, household employees (G-5 visa)	ST/AI/295	08/16/1982
- procedures for processing visa requests relations with US Mission in New York	Manual for GRS	01/1985
<u>WOMEN</u>		
- 25% posts subj. geog. dist. should be encumbered by women by 1982	BA/33/143 III	12/20/1978
- 25% should not be a limit	GA/37/235	12/21/1982
- review recruitment literature	GA/33/143/III	12/20/1978
- Member States should nominate more women	GA/33/143/II	12/20/1978
- principle of equitable geographical distribution policy statement must be incorporated	GA/33/143/II	12/20/1978
- 2 out of 5 appointments should be women, particularly at P-4 and above	Memo ASG/OPS Jonah to Hds Dept/Off	03/10/1980

- implementation of medium-term plan	Memo SG to all Heads Dept/Offices/Reg. Commission	01/28/1983 05/13/1982
- waive V.A.	See VACANCY ANNOUNCEMENTS	
- part-time employment and flexible working hours	GA/33/143/III GA/35/210	12/20/1978 12/17/1980
- lack of progress toward increasing the proportion of women in ST	GA/38/23	12/16/1983
- SG and the executive heads of the other organizations of the UN system shall guard against all forms of discrimination based upon sex in recruitment, conditions, of employment, assignment, training, and promotion	GA/33/143 GA/35/210/ V(3), 4 (d,e)	12/20/1978 12/17/1980
- ST to take concrete steps to ensure com- pliance throughout UN with policy directives concerning the recruitment, promotion, career development and train- ing of women as well as aspects of womens employment	GA/37/235/B (5)	12/21/1982
- examine additional measures that will advance the attainment of the recruit- ment for women	GA/37/235/B (7)	12/21/1982
- on a temporary basis, senior official with the title of Co-ordinator for the improvement of the status of women in ST	GA/39/245/ I (5) A/C.5/39/CRP.4	12/18/1984 12/06/1984

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