

## Candidate Pool - Guidelines

### Introduction

The introduction of Candidate Pools is a significant part of UNDP's larger talent management agenda. It primarily addresses succession planning, whether through placements from a Pool or recruitment processes. The Pools are designed to further the organizational strategic and business needs by ensuring that UNDP's staff possesses the right skills, competencies and profiles. To this end, the Pools provide a planned and focused effort to identify, select and develop candidates that can meet the evolving needs of the Organization. Please review the [Selection and Reassignment Policy for International Rotational Posts](#) which is a part of UNDP's Recruitment Framework for more details.

UNDP's Succession Planning goals are defined by this organization's ability to:

- Provide new opportunities and challenges to staff
- Ensure that staff feel they have a stake in the fortunes of UNDP
- Identify suitable candidates for positions in a transparent and consistent manner
- Provide opportunities to move laterally across organizational units
- Reward managers who empower, nurture and promote talent
- Define career paths that move across specializations and not are limited to focus areas
- Build a workforce that is balanced in gender and diversity
- Ensure that all staff have a career/development plan

The Candidate Pool approach will serve to identify, evaluate, develop and prepare for specific job roles, a cadre of staff that has been screened and approved and is ready to be deployed. The envisaged Assessment and Development programme will enhance transparency, objectivity and also ensure efficiency gains by reducing placement timelines by at least four weeks as well as many person hours of administrative workload.

### Features

- Three initial Pools: *Senior Programme* (CD and similar positions at HQ, P-5/D-1), *Programme* (DRR/DCD P and similar positions at HQ, P-4/P-5), and *Operations* (DRR/DCD-O and similar positions at HQ, P-4/P-5). The candidate Pools may be expanded to other functional areas in the future.
- All the posts in the Candidate Pools are rotational, i.e. the incumbents have to complete a specific tour of duty (the duration of which varies depending on the ICSC classification of the duty station) and are expected to take a new assignment upon completion of that tour of duty. It is estimated that there are about 350 positions to be initially covered by the Candidate Pools (out of 2,300 international posts) and do not include RC/RR posts.

- The evaluation is an in-house programme that will include a holistic approach to reviewing the readiness of the candidate for a given role (CD/DCD/DRR/OM)
- Pre-evaluated staff:
  - Supervisors, through Bureau leadership, will nominate staff to participate in the Assessment and Development programme for entry into the Pools;
  - Candidates will be evaluated against established and articulated competencies relative to function and level;
  - All candidates evaluated will get tailored feedback on development needs where needed.
- Linkages to learning for those in the Pools, preparing them for next assignments depending on organizational needs.
- Each Pool will have two tiers of staff, those ready for reassignment (Tier A), and those still completing their tour of duty (Tier B). The Pools will be replenished on an as-needed basis and will be kept deliberately targeted.
- Candidates in the Pools will bid for posts in a twice-yearly compendia based on a Bureau-driven demand forecast. Posts may also be advertised as they arise for unanticipated vacancies.
- In the longer term, the scope of the trial will be broadened to allow for smaller, more targeted functional Pools including GS, NOs, Operations Specialists and specific roles including (but not limited to) Security Officers, Economists, and Auditors.

### **Communication Plan**

A communication to Bureau Directors confirming the posts that are to be part of the Pools will be sent from the OHR Director.

A communication to staff members who are encumbering posts that will end up being part of the Pools will be sent from the OHR Director, including details about the Assessment and Development Programme.

Presentations to Bureaus and virtual meetings with selected regions are planned as part of the launch.

### **Implementation Plan**

The Director of OHR, in consultation with Bureau's management, will determine the posts that will be included in the Pools. A compendium will be published that will list all upcoming vacancies.

Bureau Directors will be asked to nominate staff members to be assessed for the Pools after obtaining their consent

OHR will compile the list of candidates nominated by all the Bureaus while ensuring corporate priorities and determining sufficient “bench strength” given the number of positions that need to be filled. OHR will schedule a Corporate Panel consisting of Bureau Deputies and chaired by the Associate Administrator to select candidates from the nominations received for the corporate Assessment and Development programme.

The final list of candidates approved by the Corporate Panel will be sent to the CRB for endorsement.

Successful candidates will be notified by OHR and receive confirmation for their participation in the Assessment and Development programme.

### **The Corporate Assessment and Development Programme**

The programme will evaluate the ‘readiness’ of candidates to assume UNDP roles based on competencies and experience required. Please refer to the more detailed summary of the process for the Assessment and Development of candidates.

### **Monitoring and Evaluation**

As this is a Pilot programme OHR/BoM will closely monitor the implementation to ensure that the objectives of business efficiency and effective succession planning are indeed being met. A number of indicators will be reviewed to provide a robust evaluation of the programme’s effectiveness. These may include but not limited to reviewing, duration of positions being vacant, recruitment timelines, number of candidates in pools with active learning plans, and feedback from Bureau/hiring units on efficiency gains.

### **Timeline**

Launch of the Pools:	October 2010
Assessment and Development Programme:	Beginning November 2010
Launch of first Compendia:	March/April 2011
Review of Pool Implementation:	June 2012