Case No.:

UNITED NATIONS DISPUTE TRIBUNAL

1. ! a" "#\$%at\$on f\$#ed on & 'e"tem(e) 2015\* t+e A" "#\$%ant\* a staff mem(e) of t+e Un\$ted Nat\$ons , \$g+ Comm\$ss\$one) fo) -efugees ./UN , C - 01\* %ontests t+e de%\$s\$on (! t+e , \$g+ Comm\$ss\$one) not to ")omote +\$m f)om t+e P2& to t+e P25 #e3e# du)\$ng t+e 2013 P)omot\$ons 'ess\$on.

2. T+e A""#\$%ant 40\$ned t+e UN, C- \$n 5 a)%+ 1660\* as Adm\$n\$st)at\$3e 'e%)eta)! .G251 \$n Costa - \$%a., e su(se7uent#! se)3ed as P)o%u)ement Ass\$stant and P)og)amme Ass\$stant .G261 \$n Costa - \$%a. 8n 5 a! 1663\* +e 9 as tem"o)a)\$#! %on3e)ted to t+e : \$e#d 'e)3\$%e %atego)!\* and se)3ed as 'en\$o) P)o%u)ement C#e); .: '2&1 \$n Na\$)o(\$\* <en!a\* unt\$# August 1665. U"on +\$s )etu)n to Costa - \$%a\* +e se)3ed as 'en\$o) Adm\$n\$st)at\$3e 'e%)eta)! .G251 unt\$# t+e end of 1666.

3. et9een Janua)! 1667 and 5 a)%+ 1666\* t+e A""#\$%ant 9 ent to Ja#a#a(ad\* Afg+an\$stan\* on anot+e) : e#d 'e3\$%e ass\$gnment as Adm\$n\$st)at\$3e Ass\$stant .: '251. n 5 a%+ 1666\* +e 9 as %on3e)ted to t+e 8nte)nat\$ona# P)ofess\$ona# %atego)! as Adm\$n\$st)at\$3e =ff\$%e) .>231 \$n T(\$#\$s\$\* Geo)g\$a\* and \$n Janua)! 2000\* +e 9 as ")omoted to t+e P23 #e3e#. :)om August 2002\* +e se)3ed as Adm\$n\$st)at\$3e =ff\$%e) .P231\* and as Adm\$n\$st)at\$3e/P)og)amme =ff\$%e) .P231 \$n ?ag)e(\* C)oat\$a\* unt\$# +\$s )eass\$gnment to Gene3a as 'en\$o) Adm\$n\$st)at\$3e/P)og)amme =ff\$%e) .P2&1 \$n = \$to(e) 2005.

&. 8n No3em(e) 2005\* t+e A" "#\$%ant 9 as ")omoted to t+e P2& #e3e# and \$n Janua)! 2007\* +\$s fun%t\$ons %+anged to 'en\$o) Adm\$n\$st)at\$3e/:nan%e = ff%e) .P2&1\* st\$## \$n Gene3a. et9een =%to(e) 2010 and 5 a! 2011\* t+e A" "#\$%ant tem"o)a)\$#! assumed +\$g+e)2#e3e# fun%t\$ons as 'en\$o) - esou)%e 5 anage) .P251\* fo) 9+\$%+ +e )e%e\$3ed a '"e%\$a# Post A##o9an%e ./ 'PA01 (et9een Janua)! and 5 a! 2011.

5. 8n June 2011\* t+e A" "#\$%ant 9as )eass\$gned to @am( $\delta^*$  'udan\* as , ead of :e#d = ff e. P2&1. 8n : e()ua)! 2013\* +e )etu)ned to Gene3a on tem"o)a)! ass\$gnment as 'en $\delta$ o) 8n3est\$gat\$on = ff\$%e) .P2&1. '\$n%e 1 No3em(e) 2015\* t+e A" "#\$%ant se)3es as 'en $\delta$ o) - esou)%e 5 anage) .P251 \$n Gene3a\* a#t+oug+ +\$s "e)sona# g)ade \$s st\$## at t+e P2& #e3e#.

6. =n 5 :e()ua)! 201&\* t+e , \$g+ Comm\$ss\$one) ")omu#gated t+e Po#\$%! and
P)o%edu)es fo) t+e P)omot\$on of 8nte)nat\$ona# P)ofess\$ona# 'taff 5 em(e)s
.UN , C - / , CP/201&/21 ./P)omot\$ons Po#\$%!01. 8n essen%e\* t+e P)omot\$ons Po#\$%!

10. T+e s\$B 'PP mem(e)s ga3e t+e A""#\$%ant t+e fo##o9\$ng /)an;\$ngs0 among t+e ma#e %and\$dates fo) ")omot\$on to t+e P25 #e3e#C 25\* 53\* 75\* AA\* 60 and 121. T+e D, - 5 %a#%u#ated t+at t+e a)\$t+met\$% mean of t+e s\$B \$nd\$3\$dua# )an;\$ngs 9 as 75.33 and esta(#\$s+ed t+at t+e A""#\$%ant )e%e\$3ed a %onso#\$dated )an;\$ng of 7& out of 170 ma#e %and\$dates fo) ")omot\$on to t+e P25 #e3e#. As +\$s %onso#\$dated

2&. Du)\$ng t+e %ou)se of t+e ")o%eed\$ngs\* t+e - es"ondent f\$#ed a num(e) of do%uments ex parte\* 9+\$%+ %onta\$n %onf\$dent\$a# \$nfo)mat\$on. T+e T)\$(una# made a## t+ese a3a\$#a(#e to t+e A" "#\$%ant\* 9\$t+ )eda%t\$ons as ne%essa)! and on an unde) sea# (as\$s.

25. T+e A" "#\$%antDs ")\$n%\$"a# %ontent\$ons a)eC

a.

a%%ount )e#e3ant \$nfo)mat\$on\* and %onst\$tutes a ")o%edu)a# e))o) \$n t+e \$m"#ementat\$on of t+e P)omot\$ons Po#\$% !J

f. ! ad3\$s\$ng t+e "ane# mem(e)s to %ons\$de) as a dete)m\$nat\$3e fa%to)
\$n t+e\$) )an;\$ng t+e %and\$datesD su\$ta(\$#\$t! fo) "#a%ement to a "ost at a P25
#e3e# \$n t+e\$) )es"e%t\$3e a)ea of )es"ons\$(\$#\$t!\* t+e D, - 5 \$nt)odu%ed an add\$t\$ona# %)\$te)\$on not )ef#e%ted \$n t+e P)omot\$ons Po#\$% !J

g. T+e D, - 5 Ds suggest\$on to t+e "ane# mem(e)s to \$nfo)m t+e\$) )an;\$ngs 9\$t+ "e)sona# ;no9#edge of t+e %and\$dates\* and to em(a); on a3e)age\* and t+e %on3e)s\$on of t+e \$nd\$3\$dua# )an;\$ngs \$nto a nume)\$%a# 3a#ue (! 9a! of an a)\$t+met\$% meanJ

#. T+e UN, C - fa\$#ed to ")o3\$de )easons fo) \$ts de%\$s\$on not to ")omote
t+e A" "#\$%ant\* t+us ")e3ent\$ng +\$m f)om \$dent\$f!\$ng 9a!s to st)engt+en +\$s
%and\$da% !\* and +a3\$ng e#ements \$n su" "o)t of +\$s %#a\$m to +a3e t+e T)\$(una#
)e3\$e9 t+e =)gan\$Iat\$onDs eBe)%\$se of d\$s%)et\$onJ

m. A%%o)d\$ng#!\* t+e A""#\$%ant )e7uestsC

\$. - es%\$ss\$on of t+e %ontested de%\$s\$on and )et)oa%t\$3e g)ant of ")omot\$onJ

\$1. 8n t+e a#te)nat\$3e\* %om"ensat\$on e7u\$3a#ent to t+e d\$ffe)en%e \$n sa#a)! (et9een +\$s %u))ent sa#a)! and +\$s sa#a)! on ")omot\$on\* fo) a t9o2!ea) "e)\$od %ounted as of t+e t\$me of t+e %ontested de%\$s\$onJ

\$\$\$. Com"ensat\$on fo) mo)a# \$n4u)! \$n t+e amount of one mont+ net (ase sa#a)! fo) g)a3e ()ea%+es of staff )\$g+ts and emot\$ona# d\$st)essJ and

\$3. P)e24udgement and "ost24udgement \$nte)ests on "e%un\$a)! damages.

26. T+e - es"ondentDs ")\$n%\$"a# %ontent\$ons a)eC

a. T+e 'e%)eta)!2Gene)a# +as ()oad d\$s%)et\$on \$n matte)s of ")omot\$onJ
a%%o)d\$ng#!\* )e3\$e9 of am% - 3.666 5 3221(f)2.4sdg#td de%\$tsons%\$%nd s \$f " - 3.662D [ (e) - 3.666 5 3 %and\$daa! %Ds ")omo

31 De%em(e) 2013\* and on#! t9o of t+em )an; ed t+e A""#\$%antDs %and\$da%! among t+e 56 to" ma#e %and\$dates 9+o ad3an%ed to t+e T+\$)d - ound. T+e ")esum"t\$on of )egu#a)\$t! stands sat\$sf\$ed and \$t \$s \$n%um(ent u"on t+e A""#\$%ant to s+o9\* t+)oug+ %#ea) and %on3\$n%\$ng e3\$den%e\* t+at +e 9as den\$ed a fa\$) %+an%e of ")omot\$onJ

%. 8n tu)n\* t+e A" "#\$%ant fa\$#ed to esta(#\$s+ t+at t+e %ontested de%\$s\$on
9as un#a9fu#\* fo) t+e )easons set fo)t+ (e#o90

d. :\$)st#!\* t+e T)\$(una# +as no aut+o)\$t! to )e3\$e9 t+e P)omot\$ons Po#\$%!
\$tse#f. 8n an! e3ent\* t+e %om"a)at\$3e assessment of t+e %and\$dates fo)
")omot\$on at t+e P25 #e3e# %om"#\$ed 9\$t+ t+e )e7u\$)ements of fa\$)ness and

f. T+e A""#\$%ant 9as ")o3\$ded 9\$t+ suff\$%\$ent )easons fo) t+e %ontested de%\$s\$on as +e 9asC

\$. \$nfo)med t+at +\$s o3e)a## )an;\$ng "#a%ed +\$m outs\$de t+e 200H ma)g\$n of t+e num(e) of s#ots a##o%ated fo) ")omot\$on to t+e P25 #e3e#J

\$\$. ")o3\$ded 9\$t+ a %o"! of +\$s fa%t s+eet used (! t+e "ane#

27. efo)e eBamsnsng t+e a##eged e))o)s sn t+e %ontested de%sson\* t+e T)<math>s(una# %onssde)s st a")o")sate to gsa a ()sef o3e)3se9 of t+e P)omotsons Po#sset ? 9+ss+ ss uns7ue to t+e UN, C- and stems f)om sts /)an; sn "e)son0 s!stem. T+ss Po#sset ? +as (een a" #sed fo) t+e fsst tsme <math>sn t+e 2013 P)omotsons 'essson and fundamenta##! de"a)ts f)om t+e ")e3sous "o#sset ? as staff mem(e)s a)e no #onge) gsaen a "osnt2(ased s%o)sng (ut )at+e) su(4e%ted to a %om"a)ats3e assessment among ea%+ ot+e) (! a "ane# %om"osed of senso) staff mem(e)s of t+e UN, C-. L+s#st some of t+ss T)s(una#Ds ")e3sous +o#dsngs n )es"e%t of t+e UN, C-")omotsons sesssons )emasn of )e#e3an%e\* most of t+ese %annot (e a" #sed mutatis mutandis to t+e ")esent %ase.

## Overview of the Promotions Policy

2A. Un#ess t+e! se)3e on an eB"e)t "ost\* t+e UN, C - staff mem(e)s \$n t+e 8nte)nat\$ona# P)ofess\$ona# %atego)! 9+o a)e se)3\$ng on \$ndef\$n\$te and f\$Bed2te)m a""o\$ntments a)e %onfe))ed "e)sona# g)ade #e3e#s. T+e! a""#! fo) ass\$gnments at t+e\$) "e)sona# g)ade #e3e# o) one #e3e# a(o3e. T+ese staff mem(e)s ma! (e

31. To ad3an%e f)om t+e :\$)st - ound to t+e 'e%ond - ound\* a %and\$date must sat\$sf! at #east t+)ee out of f\$3e /K3a#uat\$on C)\$te)\$a\* o) G)een >\$g+ts0\* name#!C #anguage ")of\$%\$en% !\* num(e) of )otat\$ons\* se)3\$%e \$n D\* K and/o) U dut! stat\$ons\* fun%t\$ona# d\$3e)s\$t!\* and "e)fo)man%e )e%o)ds .\$.e., a(sen%e of an! ga" \$n e2PADs1 .se%. 5.71. A#te)nat\$3e#!\* %and\$dates 9\$t+ t9\$%e t+e m\$n\$mum sen\$o)\$t!2\$n2g)ade at t+e\$) %u))ent #e3e# ad3an%e automat\$%a##! to t+e 'e%ond - ound\* )ega)d#ess of 9+et+e) t+e! +a3e suff\$%\$ent /g)een #\$g+ts0 .se%. 5.A.&9849(.) - 1447(!)9.697#969849(.)

\$\$1 :0) ")omot\$on to an! #e3e#\* and "a)t\$%u#a)#! to t+e P25 #e3e# and a(o3e\* a staff mem(e) must +a3e demonst)ated a +\$g+ #e3e# of %om"eten%e and ")ofess\$ona#\$sm \$n t+e management of +uman\* f\$nan%\$a#\* mate)\$a# )esou)%es\* ")og)ammes o) o"e)at\$ons. 5 anage)\$a# a%+\$e3ements s+a## (e demonst)ated (! t+e\$) )ef#e%t\$on \$n t+e PA - /e2PAD "e)fo)man%e e3a#uat\$ons and :a%t '+eet na))at\$3e.

5.6.2 : o) ")omot\$on to t+e P25 o) D21 #e3e#s\* t+e Pane# 5 em(e)s 9\$## \$dent\$f! staff mem(e)s 9+o +a3e demonst)ated eBem"#a)! #eade)s+\$" 7ua#\$t\$es su%+ as mot\$3at\$ng a team\* ")o3\$d\$ng a 3\$s\$on and ")omot\$ng a %#\$mate of )es"e%t and a"")e%\$at\$on \$n t+e 9o); "#a%e.

5.6.3 T+e num(e) of staff to (e ad3an%ed f)om t+e 'e%ond - ound to t+e T+\$)d - ound 9\$## %o))es"ond to t+e m\$n\$mum of 150H of t+e num(e) of s#ots a3a\$#a(#e fo) ")omot\$ons to P2& and to a m\$n\$mum of 200H of t+e num(e) of a3a\$#a(#e s#ots a3a\$#a(#e fo) ")omot\$on to P25 and D21. ased on t+e Pane# 5 em(e)sD assessments\* t+e Pane# 'e%)eta)\$at 9\$## %om"\$#e t+e 'e%ond - ound assessment )an;\$ngs and de3e#o" a %onso#\$dated #\$st of su(stant\$a##! e7ua##! me)\$to)\$ous %and\$dates fo) %ons\$de)at\$on (! t+e Pane# 5 em(e)s \$n t+e T+\$)d - ound.

3&. :na#!\* t+e T+)d - ound entas a member = 3 of t+e /su(stanta e7ua#! terms) sous % and source (! t+e 'PP\* and t+e ma; sng of fsna#) e8 ommendat sons % o)) es ond sng to t+e num (e) of a3as a(#e stots .sews. 5.10.1 and 5.10.21. T+e e3a at at son s (ased on t+e 'e% ond - ound %) ste) a\* and ") o3 des fo) t+e need to ensu) e geog) a "+s at dst) (ut son as 9 eff as an ! ds s an ! o3 des fo) t+e need to ensu) e geog) a "+s at ms management o) g) oss neg s gen e du) sng t+e "ast fs e !ea) s .se%. 5.10.21. : o) ") omot sons to t+e P25 #e3e t+e 'PP ma!) e7 uest a 9) steen assessment of an ! "a) ts u#a) % and s date f) om t+e ) es "ext s e h os the fs e h of the fs e h of the set fs e h of the set fs e h of the fs e h of the set fs e h of the fs e h of the fs e h of the set fs e h of the fs e h of

35. T+e , g+ Commsssone) a 9 a)d %ondtsona# on t+e staff mem(e) o(tasnsng a s"e%fs" osstson at t+e +g+e) #e3e#. T+ss %ondtson does not a""#! to staff mem(e)s 9+o a#)ead! se)3e on a "osstson at t+e +g+e) #e3e# o) on an eB"e)t "ost\* o) a)e 9t+sn t9o !ea)s of )ets)ement age .se%. 5.121.

s+o9 t+)oug+ %#ea) and %on3\$n%\$ng e3\$den%e t+at s+e 9 as den\$ed a fa\$) %+an%e of ")omot\$on.

&2. , a3\$ng )e3\$e9ed t+e 4u)\$s")uden%e and t+e su(m\$ss\$ons of t+e "a)t\$es\* t+e T)\$(una# \$s of t+e 3\$e9 t+at t+e standa)d of )e3\$e9 fo) de%\$s\$ons \$n t+e %onteBt of do9ns\$I\$ng eBe)%\$ses \$s su(stant\$a##! t+e same as t+at fo) a "o\$ntments and ")omot\$ons. : o) \$nstan%e\* n "ersh 201&2UNAT2&33\* 9+\$%+ %on%e)ns a do9ns\$I\$ng eBe)%\$se\* t+e A""ea#s T)\$(una# +e#d t+at \$t +ad to eBam\$ne \$f t+e a""#\$%a(#e )u#es 9e)e fo##o9ed and a""#\$ed \$n a fa\$)\* t)ans"a)ent and non2d\$s%)\$m\$nato)! manne). 8n Adundo

&3. 8n t+e %onteBt of a ")omot\$on eBe)%\$se %ondu%ted unde) a s"e%\$f\$% "o#\$% !\* su%+ as \$n t+e ")esent %ase\* t+e T)\$(una#Ds )e3\$e9 \$s essent\$a##! fo%used on t+e \$m"#ementat\$on of t+e "o#\$% ! .see #ofill 20132UNAT22A31. 8t \$s not t+e T)\$(una#Ds )o#e to eBam\$ne 9+et+e) a "o#\$% ! ado"ted (! t+e Adm\$n\$st)at\$on \$s 9e##2founded o) a"")o")\$ate. T+\$s does not mean\* +o9e3e)\* t+at t+e T)\$(una# ma! not ente)ta\$n %+a##enges to t+e #ega#\$t! of t+e "o#\$% ! \$n )es"e%t of non2%om"#\$an%e 9\$t+ a +\$g+e) no)m\* \$nsofa) as t+e \$))egu#a)\$t! ma! )esu#t \$n a staff mem(e) not (e\$ng g\$3en fa\$) and fu## %ons\$de)at\$on fo) ")omot\$on. :o) eBam"#e\* a ")omot\$on "o#\$%! sett\$ng out

e3a#uated \$n a s\$ng#e g)ou" of %and\$dates. T+e -es"ondent a)gues t+at t+e P)omot\$ons Po#\$%!\* \$n #\$ne 9\$t+ t+e UN, C-Ds Gende) Po#\$%!\* mandates t+at t+e a3a\$#a(#e s#ots fo) ")omot\$on (e a9a)ded e7ua##! among fema#e and ma#e %and\$dates and t+at\* to a%+\$e3e t+\$s "u)"ose\* %and\$dates %ou#d (e e3a#uated se"a)ate#! f)om t+e 'e%ond - ound on 9a)ds as not+\$ng \$n t+e P)omot\$ons Po#\$%! ")e3ented \$t.

&7.

&6.

P)omot\$ons Po#\$%!. Not on#! d\$d \$t \$nt)odu%e a ne9 %)\$te)\$on fo) %ons\$de)at\$on du)\$ng t+e 'e%ond -ound\* (ut \$t 9 as a#so ent\$)e#! \$n%ons\$stent 9\$t+ t+e te)ms of t+e Po#\$%! \$tse#f\* 9+\$%+ %#ea)#! en3\$saged a s\$ng#e "oo# of %and\$dates fo) t+e\$) %om"a)at\$3e assessment and )an;\$ng (! t+e 'PP at t+\$s stage. A## %and\$dates 9+o +ad "assed t+e :\$)st -ound 9e)e )e7u\$)ed to (e assessed on t+e\$) me)\$ts as one g)ou" \$n t+e 'e%ond -ound to ")odu%e a #\$st of /su(stant\$a##! e7ua##! me)\$to)\$ous0 %and\$dates fo) %ons\$de)at\$on (! t+e 'PP \$n t+e T+\$)d -ound.

53. : u)t+e)mo)e\* t+e T)\$(una# \$s of t+e 3\$e9 t+at t+e , \$g+ Comm\$ss\$one)Ds de%\$s\$on to set t+e a3a\$#a(#e num(e) of ")omot\$on s#ots fo) fema#e and ma#e %and\$dates (efo)e t+e a%tua# ")omot\$ons sess\$on 9as %om"#eted\* )at+e) t+an at t+e t\$me of a9a)d\$ng ")omot\$ons\* a#so )a\$ses some %on%e)ns.

5&. T+e , g+ Commsssone)Ds "09e) to set t+e num(e) of a3a#a(#e ")omotson s#ots s defned n se. &.1.2 of t+e P)omotsons Po#s! + 9+ + ")o3desC

ET+eF D D\$3\$s\$on of , uman - esou)%es 5 anagement .D , - 51 9\$## su(m\$t to t+e Jo\$nt Ad3\$so)! Comm\$ttee .JAC1\* at #east 10 90);\$ng

s"e%f%a##!\* ea%+ 90); o(4e%t\$3e +ad to (e)ated "u)suant to t+e s%a#e (e#o9\* and t+e s%o)es fo) ea%+ o(4e%t\$3e 9e)e t+en %om(\$ned (! t+e s!stem to gene)ate an o3e)a## 90); "e)fo)man%e )at\$ng on 90); o(4e%t\$3esC

<b>\$.</b>	Not A%+\$e3ed	1* 2
\$\$.	Pa)t\$a##! A%+\$e3ed	3* &* 5
\$\$\$.	A%+\$e3ed	6* 7* A

\$3. KB%e"t\$ona##! A%+\$e3ed 6\* 10

63.

)e7u\$)e t+at eB%e"t\$ona# )at\$ngs (e t+e su(4e%t of )e3\$e9\* \$n o)de) to )emo3e t+e a)(t)a)\$ness %onta\$ned \$n t+e ")e3\$ous a"")a\$sa# s!stem. ,e a#so stated t+at t+e P)omot\$ons Po#\$%! 9as d)afted \$n t+e #\$g+t of t+e fo)t+%om\$ng ne9 "e)fo)man%e a"")a\$sa# "o#\$% !\* and \$ntended\* f)om \$ts \$n%e"t\$on\* to eB%#ude t+e e2PADs f)om t+e 'PP mem(e)sD )e3\$e9. T+e C+\$ef of t+e Ass\$gnments and P)omot\$ons 'e%t\$on\* D, - 5\* UN, C-\* fu)t+e) test\$f\$ed t+at t+e 'PP mem(e)s 9e)e s"e%\$f\$%a##! ad3\$sed \$n a ()\$ef\$ng sess\$on t+at /e2PADs )at\$ngs E9e)eF not to (e d\$s%#osed0 to t+em.

67. T+e -es"ondent a#so su(mted dowumenta)! e3denwe s+o9 ng t+at f)om 2006\* fo##o9 ng t+e f\$) a"")asa# eBe%se "u)suant to t+e PA 5 '\* ds"a)tes n )at ngs among 3a)u manage)s and off eBe off to the PA 5 '\* ds"a)tes n )at ngs among 3a)u manage)s and off eBe off to the PA 5 '\* ds"a)tes n )at ngs among 3a)u manage)s and off eBe off to the PA 5 '\* ds"a)tes n )at ngs among 3a)u manage)s and off eBe off to the PA 5 '\* ds"a)tes n )at ngs among 3a)u manage)s and off eBe off the PA 5 '\* ds"a)tes n a ()oad at e2ma message of & June 2010\* t+e t+en Ds)eto) of D, - 5 \* UN, C-\* n of 0, a term (e) the transformed at the term (e) the transformation of the term of term of the term of t

one o3e)a## 0eB%e"t\$ona#D )at\$ng\* %om"a)ed to 26H \$n 2006. T+\$s t)end \$s )ef#e%ted \$n a## )eg\$ons and at , ead7ua)te)s\* 9+\$%+ "o\$nts to a "os\$t\$3e tenden%! to \$m")o3ed 3a#\$dat\$on and %a#\$()at\$on of )at\$ngs0. T+e D, - 5 )e\$te)ated \$ts %omm\$tment to ensu)e 7ua#\$t! of t+e 2010 "e)fo)man%e a"")a\$sa#s and st)essed t+at /Gu\$de#\$nes on ")e"a)\$ng a good "e)fo)man%e e3a#uat\$on0 9e)e a3a\$#a(#e on t+e \$nt)anet.

At t+e outset\* t+e T)\$(una# notes t+at t+e )at\$ngs\* a#t+oug+ t+e! a""ea) to 66. +a3e (een %ons\$de)ed as ")esent\$ng some ")o(#ems of %ons\$sten%! f)om t+e ea)#! !ea)s of t+e a" "#\$%at\$on of t+e PA 5 '\* %ont\$nued to (e at t+e %o)e of t+e a" ")a\$sa# s!stem fo) t+e f\$3e !ea)s unde) )e3\$e9 du)\$ng t+e 2013 P)omot\$ons 'ess\$on. T+e PA 5 ' 9 as not mod f = du) g t+at "e) of \*) at+e) t 9 as de de de du) g t+t+e manage)s to ensule %ons\$sten%!. 5 anage)s %ont\$nued to (e as;ed and eB"e%ted to e3a#uate t+e\$) su"e)3\$sees (! ")o3\$d\$ng t+em a )at\$ng\* toget+e) 9\$t+ %omments. 8))es"et\$3e of t+e D, - 5 Ds assessment of t+e )at\$ngsD 3a#ue\* t+e! 9e)e an \$nteg)a# "a)t of t+e staff mem(e)sD e2PADs f)om 2006 to 2013 and fo)ma##! "a)t of t+e UN, C - Ds #ega# f)ame 9 o);. An! )efe)en%e to an e2PAD du)\$ng t+at "e)\$od \$n%#uded (ot+ t+e na))at\$3e and t+e )at\$ngs %onta\$ned \$n t+e "e)fo)man%e a"")a\$sa# do%ument\* \$))es"e%t\$3e of t+e fa%t t+at on#! t+e %omments 9e)e )e")odu%ed \$n t+e staff mem(e)sD fa%t s+eet. : o) t+e %u))ent P)omot\$ons 'ess\$on\* t+e P)omot\$ons Po#\$%! must (e )ead \$n t+e #\$g+t of t+e PA5 '\* 9+\$%+ 9as t+e a" #\$%a(#e adm§n§st)at§3e \$ssuan%e )ega)d§ng "e)fo)man%e a"")a§sa# at t+e )e#e3ant "e)\$od.

70. T+e P)omot\$ons Po#\$% !\* at se%. 5.6.1.\$1 and .\$\$1\* eB"#\$%\$t#! )efe)s to (ot+ t+e %and\$datesD fa%t s+eet and e2PADs fo) %ons\$de)at\$on (! t+e 'PP \$n t+e 'e%ond - ound. T+e )efe)en%e to t90 se"a)ate do%uments %#ea)#! \$nd\$%ates t+at (ot+ 9e)e to (e ")o3\$dedJ ot+e)9\$se\* t+e ment\$on of PA - /e2PAD 9ou#d (e mean\$ng#ess.

7P(10-16D)D'60W(a00-396665-533,80668343(1)03(6)-.7.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)669.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..99218(a)-1.609(45)(n5-.8796)92(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.6665(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.66653(.)4..992(6)69.9018(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.666(%)-3.66(%)-3.666(%)-3.666(%)-3.6

t+e 'PP mem(e)s 9e)e not n a "ostson to 3e)f! f

7A. T+en\*  $\$t \text{ seems } t+at t+e Pe)fo)man%e 5 anagement Asso%sate 9+o d$d t+e 3e)}$f$%at$on eBe)%$se used t+e 9)ong $nd$%ato) (! $dent$f!$ng t+ose 9+o +ad an o3e)a## s%o)e (e#o9 5.1 fo) %om"eten%$es and o(4e%t$3es. 8n t+$s )es"e%t* t+e PA 5 ' esta(#$s+ed a s%a#e 9+e)e /A%+$e3ed0 and /P)of$%$ent0 %o))es"onded to a s%o)e of 6 to 6 .see "a)as. 62 and 63 a(o3e1* 9+$%+ te%+n$%a##! means t+at a staff mem(e) must +a3e a s%o)e of at #east 6 to m$n$ma##! meet t+ese standa)ds. 8n tu)n* AnneB 2 to t+e PA 5 ' ent$t#ed / a%;g)ound and o3e)3&e9 of t+e PA 5 ' P)o%ess0 ")o3$des $n $ts se%. 16 t+at /A%+$e3ed0 and /P)of$%$ent0 %o))es"ond to a )at$ng (et9een 5.1 and A.0* 9+$%+ a#so seems to (e t+e "os$t$on ado"ted (! t+e D, - 5* as "e) t+e ()oad%ast sent on 1A 5 a! 2011 .see "a)a. 6A a(o3e1. T+e T)$(una# %annot )e%on%$#e t+ese t9o a""a)ent#! %ont)ad$%to)! ")o3$s$ons of t+e PA 5 ' and* g$3en t+at $t $s not dete)m$nat$3e of t+e ")esent a""#$%at$on* 9$## #$m$t $tse#f to )e%ommend$ng t+e Adm$n$st)at$on to #oo; $nto t+e matte). As a )esu#t* $t $s 9e## "oss$(#e t+at staff mem(e)s 9+o d$d not e3en meet t+e m$n$mum "e)fo)man%e t+)es+o#d ad3an%ed to t+e T+$)d -ound.$ 

76. : $\na#!$  and most  $\m^{"o}\tant#!$   $\tuned out t+at <math>\tuned t = D$ , -5 t+at assessed "a)t of t+e "e)fo)man%e %) $\tuned t = 0$ ,  $\tuned t$ 

A0. Add\$t\$ona##!\* t+e )at\$ngs g\$3en to t+e %and\$dates (! t+e\$) su"e)3\$so)s \$n )es"e%t of t+e a%+\$e3ement of t+e\$) 90); o(4e%t\$3es and t+e\$) #e3e# of %om"eten%\$es 9as %e)ta\$n#! a usefu#\* \$f not ne%essa)!\* \$nd\$%ato) to %om"a)e t+e

3a) sous %andsdatesD "e)fo)man%e\* manage) sa# a%+se3ements and #eade)s+\$" 7ua#\$t\$es. 8t ")o3\$ded a 7uant\$tat\$3e measu)e t+at 9ou#d "oss\$(#! a##o9 t+e 'PP mem(e)s to \$dent\$f! st)engt+s and 9ea; nesses \$n t+e 3a) sous staff mem(e)sD %and\$da%!\* and %om"a)e t+em aga\$nst one anot+e). :o) \$nstan%e\* )at\$ngs of /KB%e"t\$ona##! A%+\$e3ed0 o) /KB%e"t\$ona##! P)of\$%\$ent0 9e)e most %e)ta\$n#! )e#e3ant to t+e 'PPDs %ons\$de)at\$on of\* inter alia\* 9+et+e) %and\$dates +ad /%ons\$stent#! demonst)ated eB%e"t\$ona# "e)fo)man%e and do%umented eBem"#a)! se)3\$%e0\* as "e) se%. 5.6.1.\$1 of t+e P)omot\$ons Po#\$%!. As t+e -es"ondent a%; no9#edged \$n +\$s )e"#!\* t+e eB")ess\$on /eB%e"t\$ona# "e)fo)man%e 0 )efe)s d\$)e%t#! to t+e PA 5 '\* \$n 9+\$%+ t+e (est #e3e# of "e)fo)man%e 9as )ated as /KB%e"t\$ona##! A%+\$e3ed0 o) /KB%e"t\$ona##! P)of\$%\$ent0. 8f t+e 'PP mem(e)s +ad (een ")o3\$ded 9\$t+ t+e e2PADs\* t+e! %ou#d "oss\$(#! +a3e \$dent\$f\$ed outstand\$ng %and\$dates (! t+e\$) )at\$ngs\* 9\$t+ t+e ass\$stan%e of t+e %omments ")o3\$ded (! t+e su"e)3\$so). A#t+oug+ t+e)e ma! (e some %on%e)ns as to t+e )e#\$a(\$#\$t! of t+e

P)omot\$on to t+e P2& #e3e# and a(o3e 9\$## (e su(4e%t to t+e staff mem(e) o(ta\$n\$ng a "os\$t\$on at t+ese #e3e#s. 'taff mem(e)s 9\$## (e

6&. T+e T) $(una\# does not 7uest\on t+e a"")o")$  at eness of ta; sng snto a% ount

66. T+e P)omot\$ons Po#\$%! eB"#\$%\$t#! states\* at se%. 5.6.\$1 and .\$\$1\* t+at t+e 'PP must (ase t+e\$) %om"a)at\$3e assessment of t+e %and\$dates on t+e\$) fa%t s+eets and e2PADs. 8n tu)n\* se%. &.7 states t+at /EtF+e Pane#s s+a## ensu)e t+at %on%#us\$ons a)e not \$nf#uen%ed (! an! unsu(stant\$ated \$nfo)mat\$on ")o3\$ded o)a##! o) \$n 9)\$t\$ng (! an! "e)son o) aut+o)\$t! eBte)na# o) \$nte)na# to t+e UN , C -\* \$n%#ud\$ng (!\* o) on (e+a#f of\* staff mem(e)s 9+ose %ases a)e unde) )e3\$e90\* t+e)e(! s"e%\$f\$%a##! ")e3ent\$ng t+e ta;\$ng \$nto %ons\$de)at\$on of \$nfo)mat\$on not )ef#e%ted \$n t+e do%uments ")o3\$ded to t+e 9+o#e "ane#. >\$;e9\$se\* t+e P)omot\$ons Po#\$%! does not

D, - 5 Ds suggested met+odo#og!. T+e 'PP mem(e) \$n 7uest\$on s!stemat\$%a##! )e"eated t+\$s ")o%edu)e\* 9+\$%+ )esu#ted \$n t+e )an; \$ng of 1&6 %and\$dates (et9een num(e) 1 and 127. T+en\* t+\$s 'PP mem(e) sta)ted to )an; a g)ou" of %and\$dates at t+e (ottom end\* )an; \$ng 21 of t+em num(e) 170. T+\$s #eft t+)ee %and\$dates to (e )an; ed (et9een num(e) 127 and 170J t+ese t+)ee %and\$dates 9e)e m!ste)\$ous#! )an; ed num(e)s 156\* 160 and 166. T+\$s a""ea)s to (e an unusua# g)ou"\$ng and ma! (e \$nd\$%at\$3e of a )andom a%t\$on (! t+at "ane# mem(e). 5 ost %e)ta\$n#!\* \$t d\$d not %om"#! 9\$t+ t+e D, - 5 Ds suggested met+odo#og! 9+e)e(!\* fo) eBam"#e\* t+e 21 #ast %and\$dates s+ou#d +a3e )e%e\$3ed a )an; \$ng of 1&6\* not 170. T+\$s ma! +a3e a s\$gn\$f\$%ant \$m"a%t on t+e\$) a3e)age.

106. A se%ond 'PP mem(e) a" "ea)s to +a3e engaged n a "u g)ou" geBe)%se (!)an; g t o eBam "#e\* 1&7 %and\$dates among a g)ou" of 3 %and\$dates o) mo)eC A %and\$dates num(e) 1\* 3 %and\$dates num(e) 6\* 5 %and\$dates num(e) 12\* 7 %and\$dates num(e) 17\* 6 %and\$dates num(e) 2&\* 20 %and\$dates num(e) 3&\* 16 %and\$dates num(e) 56\* 7 %and\$dates num(e) 76\* 7 %and\$dates num(e) A3\* 11 %and\$dates num(e) 60\* 17 %and\$dates num(e) 106\* 7 %and\$dates num(e) 12&\* 11 %and\$dates num(e) 137\* & %and\$dates num(e) 16\* 7 %and\$dates num(e) 12&\* 11 %and\$dates num(e) 163. n t+s ")o%ess\* +e %omm\$tted se3e)a# e))o)s \$n t+ea" "#\$%at\$on of t+e suggested met+odo#og!\* (! not ass\$gn\$ng %o))e%t#! t+e neBt)an; ng. , e )an; ed a#most a## %and\$dates 9\$t+sn a g)ou"\* 9+\$%+ %auses t+eT)\$(una# to 9 onde) 9+at eBa%t %)\$te)\$a t+\$s "ane# mem(e) 9as a" "#!\$ng.

107. A t+\$)d 'PP mem(e) a#so engaged \$n a s\$m\$#a) g)ou"\$ng eBe)%\$se (!)an;\$ng\* fo) eBam"#e\* 136 %and\$dates 9\$t+\$n a g)ou" of fou) %and\$dates o) mo)eC & %and\$dates num(e) 1&\* A %and\$dates num(e) 21\* & %and\$dates num(e) 35\* & %and\$dates num(e) 36\* A %and\$dates num(e) &3\* & %and\$dates num(e) 51\* 5 %and\$dates num(e) 55\* 6 %and\$dates num(e) 61\* 11 %and\$dates num(e) 77\* 16 %and\$dates num(e) AA\* 12 %and\$dates num(e) 107\* & %and\$dates num(e) 116\* A %and\$dates num(e) 123\* 7 %and\$dates num(e) 131\* 11 %and\$dates num(e) 13A\* 7 %and\$dates num(e) 1&6\* & %and\$dates num(e) 1&6\* and 7 %and\$dates num(e) 160. A#most a## %and\$dates a)e )an;ed 9\$t+\$n a g)ou". 5 !ste)\$ous#!\* t+e f\$)st e\$g+t %and\$dates and t+e #ast t+)ee 9e)e )an;ed \$nd\$3\$dua##!.

10A. T+e ot+e) t+)ee 'PP mem(e)s gene)a##! ga3e \$nd\$3\$dua# )an;\$ngs\* and )an;ed t9o %and\$dates t+e same on#! on a fe9 o%%as\$ons. , o9e3e)\* t+e! a## %omm\$tted m\$sta;es \$n t+\$s ")o%ess. :o) eBam"#e\* one of t+em ga3e num(e) 75 to t9o %and\$dates and num(e) 76 to t+e neBt one\* and d\$d not att)\$(ute an!(od!)an;\$ng 166\* fo) no o(3\$ous )eason. Anot+e) one of t+ese t+)ee 'PP mem(e)s )an;ed one %and\$date num(e) 171\* 9+\$#st t+e)e 9e)e on#! 170 %and\$dates.

106. None of t+ese e))o)s 9e)e dete%ted ")\$o) to t+e ")esent ")o%eed\$ngs. T+e e3\$den%e s+o9s t+at t+e D, - 5 %o##e%ted t+e \$nd\$3\$du

111. K3en mo)e 9 o))\$some \$s t+e fa%t t+at t+e D, - 5 de3e#o"ed t+e %onso#\$dated
#\$st of %and\$dates 9+o ad3an%ed to t+e T+\$)d - ound (ased on t+e num(e)s
")o3\$ded (! t+e 'PP mem(e)s 9+\$%+ d\$s"#a!ed\* on t+e\$) fa%e\* (#atant e))o)s.

)efe)en%e to a%tua# "#a%ement o" "o)tun\$t\$es. 8f t+\$s eB "#anat\$on fo) t+e #a%; of %onsensus \$s \$ndeed a%%u)ate\* \$t 9ou#d a" "ea) t+at not on#! t+e D, - 5 (ut a#so t+e 'PP mem(e)s m\$s%onst)ued t+e )e3\$e9 eBe)%\$se as (e\$ng one \$n3o#3\$ng t+e 'PP mem(e)s "\$%;\$ng t+ose among t+e g)ou"s t+at t+e! %ons\$de)ed 9ou#d (e most needed at t+e P25 #e3e#\* o) "e)+a"s e3en \$n t+e\$) o9n a)ea of 9o);\* )at+e) t+an %om"a)\$ng t+e %and\$dates on t+e\$) o9n me)\$ts\* as )e7u\$)ed (! t+e P)omot\$ons

Case No. UNDT/GVA/2015/165

1&6. 8n t+\$s )es"e%t\* t+e -es"ondent states n +s )e"#! t+at /EsFnd\$3\$dua# and o3e)a## )an;\$ngs 9e)e gene)a##! d\$s%#osed (! t+e P)omot\$ons 'e%)eta)\$at u"on )e7uest0. T+e T)\$(una# notes t+at t+\$s statement \$s not ent\$)e#! a%%u)ate as t+e e3\$den%e s+o9s t+at among t+e se3en %ases )e#ated to t+e 2013 P)omot\$ons 'ess\$on t+at 9e)e +ea)d 4o\$nt#!\* t+e Adm\$n\$st)at\$on on#! d\$s%#osed to one %and\$date +e) o3e)a## )an;\$ng\* fo##o9\$ng +e) )e7uest. 8n t+e s\$B ot+e) %ases\* t+e Adm\$n\$st)at\$on d\$s%#osed t+e )an;\$ngs to %and\$dates\* e3en 9+en t+e! )e7uested t+em\* on#! \$n t+e %ou)se of management e3a#uat\$ons o) t+e ")o%eed\$ngs (efo)e t+e T)\$(una#. 8n t+e \$nstant %ase\* t+e A""#\$%ant\* 9+o eB")ess#! )e7uested /fu## \$nfo)mat\$on )ega)d\$ng t+e )e3\$e9 t+at 9as unde)ta;\$ng fo) E+\$sF ")of\$#e (! t+e )e3\$e9 "ane#\* to (ette) unde)stand t+e )easons fo) non2)e%ommendat\$on fo) ")omot\$on0 (! ema\$# of 21 =%to(e) 201&\* 9as not ")o3\$ded 9\$t+ +\$s )an;\$ngs unt\$#

1&A.

+o9 t+e A""#\$%ant 9ou#d +a3e "e)fo)med n a 9 de) "oo# of 331 %and\$dates\* 9+e)e on#! 112 9e)e to ad3an%e to t+e T+\$)d - ound\* and 56 9e)e u#t\$mate#! to (e se#e%ted.

157. T+e -es"ondentDs suggest\$on t+at t+e A""#\$%ant 9ou#d not +a3e (een se#e%ted g\$3en t+at +e 9as )an;ed 7& out of 170 \$s "u)e#! s"e%u#at\$3e\* as t+e %and\$dates a)e not g\$3en a s%o)e (ut a )an;. 5 o)eo3e)\* (e%ause of t+e 9\$de d\$3e)gen%e of o"\$n\$on among t+e "ane# mem(e)s \$n t+e\$) assessment of %and\$dates\* t+e )an;\$ngs t+at t+e A""#\$%ant )e%e\$3ed \$n a "oo# of 170 ma#e

assessment fo) t+at of t+e  $\ 'PP$  and t+e  $\ , \$g+$  Comm\$ss\$one)\* somet+\$ng t+at t+e

Case No. UNDT/GVA/2015/165

## 5 ate)\$a# damages

173. T+e A""#\$%ant as;ed\* as an a#te)nat\$3e to )es%\$ss\$on and )et)oa%t\$3e g)ant of ")omot\$on\* to (e %om"ensated fo) t+e mate)\$a# damage )esu#t\$ng f)om t+e #oss of

Case No. UNDT/GVA/2015/165

%om"ensat\$on t+at t+e )es"ondent ma! e#e%t to "a! as an a#te)nat\$3e g( - 10297321t)0.67.

1A6. 8n Asariotis