

UNITED NATIONS OFFICE FOR PROJECT SERVICES

Headquarters, Copenhagen
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ORGANIZATIONAL DIRECTIVE No. 37

UNOPS Recognition, Rewards and Sanctions Policy

1. Introduction

- 1.1. UNOPS personnel are the organization's most important asset, bringing diverse skills and dedicated service to the organization and tangible benefits to its stakeholders. UNOPS believes recognition and rewards for deserving personnel can be effective vehicles for raising morale, increasing productivity and retaining talent. This policy therefore establishes a framework to reward exceptional individual and team efforts, behaviour and accomplishments. In line with the HR Strategy, "Putting people first", solid, meaningful performance management is the foundation of such a policy, providing managers with relevant evidence so that they can recognize excellent contribution to results and are empowered to utilize fair mechanisms helping under-performing personnel to rise to task. By so doing, UNOPS will further promote a culture that acknowledges superior contributions and reinforces a harmonious working environment.
- 1.2. This policy also addresses weaknesses in performance and behaviour which, if ignored, not only have serious consequences for productivity but can also have a long-term impact on personnel's morale and motivation. Hence a possibility of imposing sanctions is also included, designed to caution and motivate personnel who must improve their behaviour and/or outputs.
- 1.3. This policy is a three year pilot, implemented with the full support of the International Civil Service Commission (ICSC). The pilot is designed to support UNOPS performance management, engaging personnel with a view to creating a harmonious workplace, and ultimately resulting in increased productivity. As a pilot, the policy implementation will be monitored and evaluated on a regular basis.

2. Purpose and Scope

- 2.1. The policy is established pursuant to the UNOPS Financial Rule 103.05 which states, *inter alia*:

"Bearing in mind the unique (in the United Nations system) nature of the fully self-financing business model of UNOPS and the resulting need for effective and efficient

management of resources administered by UNOPS and attendant flexibility, the Executive Director may:

(a) Establish policies and procedures regulating performance management of personnel and relevant rewards and sanctions, including those of a monetary nature that may apply to all or some personnel”.

- 2.2. This policy aims to address the following objectives
 - 2.2.1. To enable managers to recognize and reward excellent performance;
 - 2.2.2. To reward both individual and team contributions;
 - 2.2.3. To support an organizational culture of innovation and entrepreneurial spirit;
 - 2.2.4. To promote and reinforce UNOPS core values;
 - 2.2.5. To focus all personnel on UNOPS business targets; and
 - 2.2.6. To reinforce UNOPS performance management with meaningful and relevant consequences.
- 2.3. This policy applies to UNOPS personnel, both staff and ICA, who work directly for UNOPS and whose performance is managed by UNOPS. It is not applicable to those UNOPS personnel whose performance is managed by a UNOPS partner or whose daily work is not directly managed by UNOPS.
- 2.4. In the event that a UNOPS partner expressly wishes to include personnel in the scope of this policy, this request may be considered, and will be subject to a specific written agreement, including confirmation of funds availability. Any such inclusion of UNOPS partners in the scope of this policy must be approved by the Executive Director.
- 2.5. Although some specific tools described in this policy are for legal reasons restricted to staff members (i.e. those UNOPS personnel who have been issued a letter of appointment expressly pursuant to the United Nations Staff Regulations and Rules), the majority are open to personnel regardless of contract type.

3. Definitions

- 3.1. Personnel: Notwithstanding the above, for the purposes of this policy, the term “personnel” means individuals who have a UNOPS contract of any type. Use of the term “personnel” herein does not confer upon individuals not holding letters of appointment issued expressly pursuant to the UN Staff Regulations and Rules any legal status as United Nations or UNOPS staff members.

- 3.2. Team: a branch, business unit, inter-divisional task force or any similar, formal or ad hoc group of two or more members of personnel united by a task with clearly defined terms of reference.
- 3.3. Senior Manager: Regional Director, Deputy Regional Director, any Operations/ Project centre Director/Manager, HQ Director and Deputy HQ Director.
- 3.4. Recognition: acknowledgement, formal or informal, of an individual or team achievement, behaviour or performance.
- 3.5. Award: a recognition tool which can benefit individuals or teams by publicly acknowledging their achievements and attitude in various categories through a nomination and selection process.
- 3.6. Reward: a tangible item of monetary value, but not necessarily money, provided in appreciation of recognized behaviour or performance.
- 3.7. Sanction: a feedback measure addressing suboptimal behaviour or performance, designed to motivate personnel to perform consistently to their highest potential.

4. Guiding Principles

- 4.1. The present policy will be guided in its design and implementation by the following principles:
 - 4.1.1. Accountability: this policy reinforces individual accountability and contribution to UNOPS corporate achievements and results;
 - 4.1.2. Transparency: the policy is driven by consistent and meaningful evaluation processes, for determining relevant and specific rewards and sanctions in a transparent manner; and
 - 4.1.3. Formal processes: this policy focuses on formal recognition and reward measures and will not specify other informal ways of appreciation and encouraging good behaviour and results (such as providing relevant and timely feedback on a regular basis, thank you notes, impromptu gatherings after a collective success, etc). Albeit not described in full in the present policy, these measures are a fundamental element of sound management practice, which ultimately support a high performance culture within UNOPS.

5. Recognition Awards

5.1. Appreciation Awards

- 5.1.1. Purpose: to recognize an *individual* for a noteworthy contribution to a colleague(s) and/or for behaviour that demonstrably contributes to a more harmonious working

environment.

- 5.1.2. Award criteria: recipients must noticeably assist a colleague(s) above and beyond expectations and/or must, by virtue of their attitude and actions, impress colleagues, supervisors or senior managers with work behaviour that fosters better communication among colleagues and contributes to a more positive and more pleasant workplace.
- 5.1.3. Eligibility: all personnel.
- 5.1.4. Frequency: on-going but an annual celebration of recipients will be organized at the regional level.
- 5.1.5. Initiator: anyone in UNOPS may send any colleague an official “Thank You” card; managers and supervisors in particular are encouraged to send such cards whenever justified.
- 5.1.6. Selection procedure: the following steps will pertain at all levels of the organization:
 - (a) Personnel wishing to post a “Thank You” card to a colleague must download one from the intranet, and send with copy to Regional HR Practice Advisor.
 - (b) Nominations will be reviewed by Regional HR Practice Advisors, prior to being endorsed or otherwise by the Regional Director (or HRPD Director for Headquarters), as appropriate.
 - (c) Following such endorsement, the appreciation awards can be issued by the respective regional office or Headquarters.
 - (d) The number of *appreciation award* recipients will not exceed *twenty* per region annually, and is subject to availability of funds.
- 5.1.7. Prize: In addition to a letter of appreciation signed by the Executive Director, each recipient will receive a gift certificate or equivalent in the amount of up to US \$100.

5.2. Growth and Innovation Awards

- 5.2.1. Eligibility: all personnel, other than senior managers.
- 5.2.2. Frequency: annually.
- 5.2.3. Purpose: to recognize individuals or teams for innovative and outstanding contributions to the global effectiveness of UNOPS. In addition to recognizing individuals or teams for outstanding initiatives, the UNOPS Awards for growth and innovation aim at acknowledging, sharing and celebrating these success stories among all personnel.

5.2.4. Award criteria: recipients could be considered when one (or more) of the following contributions can be demonstrated:

- (a) an innovation contributing to organizational effectiveness;
- (b) an input that adds value to an existing UNOPS business process;
- (c) an introduction of a useful business practice;
- (d) an introduction of a new service line or carving out a niche market for UNOPS;
- (e) an innovative resolution of a workplace challenge; and
- (f) a significant contribution to reengineering of business workflows, which lowers the cost of doing business or accelerates the delivery of desired results.

Such outstanding contributions must also be recorded and documented as part of the performance appraisal process.

5.2.5. Initiator: any individual or a group of members of personnel, whether or not members of a formal team (an individual or group may nominate himself/herself/itself, or another individual or group).

5.2.6. Selection procedure: the following steps will pertain to the selection of winners of this award:

- (a) A nomination is submitted for consideration to HRPD, at any time during the year);
- (b) All nominations will be reviewed annually by an “Awards Committee”, chaired by the HRPD Director and comprised of UNOPS personnel nominated by the Deputy Executive Director and/or the respective Regional Directors, ensuring corporate representation;
- (c) Nominations will be reviewed by the panel anonymously;
- (d) Up to five separate awards to individuals and/or teams, depending on the number and quality of submissions in a given competition, may be made each year;
- (e) The Committee will announce the winners via email to the nominee(s) and submitter(s) and subsequently via the intranet to the organization.

5.2.7. Prize(s): In addition to a letter of appreciation signed by the Executive Director, each recipient will receive a gift certificate or equivalent in the amount of US \$1000 made payable to an *individual* recipient, or in the amount of \$2,500 to a *team* to be divided equally among all members of said team.

5.3. Practice Contribution Awards

5.3.1. Eligibility: all personnel, other than senior managers. Work recognized for the purpose of this award may be performed by individuals working alone or in teams.

- 5.3.2. Frequency: annually, provided that these awards are not granted to the same member of personnel more than once in any consecutive two-year period.
- 5.3.3. Purpose: to recognize an *individual* or a *team* for outstanding contributions that have placed UNOPS in the forefront of excellence in one of the five following implementation support practices:
- (a) public order and security; infrastructure; environment; health; and census and elections; or
 - (b) in one of the following management or enabling practices: finance; human resources; procurement; project management; legal; communications; information and communications technology; administration; and security.
- 5.3.4. Award criteria: recipients must deliver work performance as measured by significant benefit(s) to the above-mentioned corporate practices into overall UNOPS achievements and public image and/or that does credit, directly or indirectly to UNOPS or the United Nations. Such outstanding performance must be recorded and documented in the performance appraisal process.
- 5.3.5. Initiator: any supervisor or senior manager.
- 5.3.6. Selection procedure: the following steps will pertain to the selection of winners of contribution to practice awards:
- (a) A supervisor or senior manager may recommend an individual or a team for award via email to HRPG for headquarters-based personnel or to respective regional director for personnel in the regions;
 - (b) These award nominations will be reviewed for consistency purposes by the Practice Lead and HRPG together and must be endorsed by the Deputy Executive Director;
 - (c) Following their endorsement, the Executive Director may approve issuance of the contribution to practice awards;
 - (d) The number of the contribution to practice award recipients will not exceed nine in a given year and is subject to availability of funds.
- 5.3.7. Award: In addition to a letter of appreciation signed by the Executive Director, each recipient will receive a gift certificate in the amount of \$1,000 made payable to an *individual* recipient, or in the amount of \$2,500 to a *team* to be divided equally among all members of said team.

5.4. United Nations Core Values Awards

- 5.4.1. Eligibility: all personnel.

- 5.4.2. Frequency: annually.
- 5.4.3. Purpose: to recognize an *individual* who, either by virtue of personal contributions of a volunteer nature to his/her community, directly or through a charity or other group and during his/her personal time or by demonstrating a highly commendable attitude or behaviour in the workplace, has advanced or particularly embodied the core values of the United Nations.¹
- 5.4.4. Award criteria: recipients must make noteworthy contributions to the communities around them or in the workplace by exhibiting “role model” attitude and behaviour, provided that these contributions promote attainment of the United Nations’ core goals and values.
- 5.4.5. Initiator: any member of personnel can nominate a colleague.
- 5.4.6. Selection procedure: the following steps will pertain to the selection of winners of the United Nations core values award.
- (a) A member of personnel may recommend an individual for a United Nations core values award via email to HRPG for headquarters-based personnel or to the respective regional director for personnel based in the regions;
 - (b) The nomination will be reviewed by HRPG for consistency purposes and must be endorsed by the Deputy Executive Director;
 - (c) Endorsed nomination(s) will be submitted to the Executive Director for his/her final approval and issuance of the award;
 - (d) The number of United Nations Core values Awards will not exceed five in a given year.
- 5.4.7. Prize: In addition to a letter of appreciation signed by the Executive Director, each recipient will receive a gift certificate or equivalent in the amount of \$2,500 awarded to a charity or community fund of the recipient’s choice.

5.5. Project of the Year Awards

- 5.5.1. Eligibility: All projects active during each year considered are eligible.
- 5.5.2. Frequency: annually
- 5.5.3. Purpose: to give recognition to those projects that can serve as models of excellence for all of UNOPS to learn from and that strengthen our reputation among our partners as an efficient, professional service provider.

¹ This policy is without prejudice to the UN Staff regulations and rules regarding outside activities.

5.5.4. Award criteria: Six criteria will be reviewed to determine this specific award, related to a UNOPS project:

- (a) stakeholder satisfaction;
- (b) delivery and performance;
- (c) internal procedures performance;
- (d) knowledge performance;
- (e) team satisfaction; and
- (f) core values.

5.5.5. Initiator: OC Directors/PC/Office/Cluster managers may send their nominations to their Regional Director with relevant documentary evidence of partner and beneficiary satisfaction for endorsement before formal submission to the Management Practice Group.

5.5.6. Selection procedure: The hallmark of a model UNOPS project should be a high partner satisfaction. Each year, OC/PC/Office/Cluster managers will be asked to nominate projects to their Regional Director which they feel have met or exceeded partner expectations during the year considered. Each region may submit up to five projects. One project will be chosen as Project of the year, by the Executive Director, following review and recommendations from the Management practice group, and based on a combination of adherence to the six UNOPS Success Criteria and the usefulness of the project nomination as a learning resource for future projects

5.5.7. Prize: In addition to a letter of appreciation signed by the Executive Director, each recipient of the winning project management team will be awarded with a certificate commemorating their achievement, priority booking for upcoming project management training sessions and the opportunity to present their project to the organization in a broadcast webinar. Each project team will also receive a gift certificate in the amount of \$2,500 to be divided equally among all members of said team or to be used for team activities.

5.6. Executive Director's Awards

5.6.1. Eligibility: all personnel.

5.6.2. Frequency: annually.

5.6.3. Purpose: to recognize an *individual* who consistently displays an unsurpassed level of work performance, including making critical contributions to the corporate goals of UNOPS.

5.6.4. Award criteria: recipients must perform work throughout a given year that impresses all his/her superiors, up to and including the Executive Director, with its

unsurpassed excellence and critical contributions to the corporate goals of UNOPS. Such unsurpassed performance must be recorded and documented in the performance appraisal process.

5.6.5. Initiator: any Senior Manager.

5.6.6. Selection procedure: the following steps will pertain to the selection of winners of Executive Director's award:

- (a) A Senior Manager may recommend an individual for an Executive Director's award via email to HRPG for headquarters-based personnel or to the respective regional director in respect of personnel in the regions.
- (b) Relevant documentation to support the nomination should be provided, along with the performance appraisal form, which should contain examples of critical incidents confirming truly outstanding performance.
- (c) All nominations will be reviewed for consistency purposes by HRPG and must be endorsed by the Deputy Executive Director;
- (d) Endorsed nomination(s) will be submitted to the Executive Director for his/her decision.

5.6.7. Prize: In addition to a letter of appreciation signed by the Executive Director, the recipient will receive a gift certificate or equivalent in the amount \$5,000 for the first prize and, as the case may be, a second prize of \$2,500 and a third prize of \$1,000.

6. UNOPS merit rewards

6.1. Eligibility:

- 6.1.1. Personnel who work directly for UNOPS and;
- 6.1.2. Whose performance appraisal is managed by UNOPS; and
- 6.1.3. Have a minimum of six months' service for the performance year in question; and
- 6.1.4. Are in active UNOPS service on the implementation date; and
- 6.1.5. Have satisfactory performance documented in UNOPS performance appraisal.

The timely completion of UNOPS performance appraisals is the basis for merit rewards, and is a pre-requisite for inclusion in this category.

6.2. Frequency: annually.

6.3. Purpose: to reinforce the cohesiveness of the workforce by allowing all deserving members of personnel to share the benefits of global UNOPS results.

6.4. Process: UNOPS may grant a non-pensionable merit reward (in the form of a cash lump sum) to any member of personnel, provided s/he meets eligibility criteria. A merit reward

is a discretionary payment and, as such, no member of personnel has any right or entitlement to a bonus, even in cases of exceptionally meritorious performance. Furthermore, no acquired right to the payment of subsequent merit rewards will be conferred upon one-time merit reward recipients.

6.5. Pre-requisites for payment of merit rewards:

6.5.1. The UNOPS net revenue target for the performance year has been achieved.

6.5.2. The operational reserves are at or above the mandatory level established by the Executive Board.

6.5.3. The Executive Director is not aware of any circumstances (such as significant risks of downward pressures on the mandatory operational reserves) that would make the payment of merit rewards for a given year undesirable.

6.6. Other considerations:

6.6.1. The total amount payable by UNOPS as merit rewards will not exceed 20% of corporate net revenue² for the previous year, and provided the operational reserves are at or above the mandatory level established by the Executive Board.

6.6.2. All merit rewards are non-pensionable.

7. Performance appraisal related rewards and sanctions³

7.1. Statutory background: As defined in the provisional UN Staff Rules 3.3(a):

“Satisfactory service for the purpose of awarding a salary increment will be defined, unless otherwise decided by the Secretary-General in any particular case, by satisfactory service performance and conduct of staff members in their assignments as evaluated by their supervisors”.

Objective, fair and consistent sanctions can contribute to the workforce morale. In this connection, the following statement by the International Civil Service Commission is worth quoting: “If it is de-motivating for staff to see meritorious performance go unrecognized, it is equally demoralizing if apparently known cases of poor performance are not dealt with appropriately”.

7.2. Frequency: upon completion of each year under *staff member's* contract.

7.3. Purpose: to connect step increments, contract renewals and merit-based promotions to UNOPS performance management. The applicability of these rewards and sanctions is

² The difference between gross revenue and expenditure.

³ This paragraph (seven) is limited to staff members who hold a UNOPS letter of appointment expressly pursuant to the United Nations Staff Regulations and Rules.

naturally dependent on the timely completion of performance appraisals for each staff member. Both staff member and supervisor may be held responsible should they fail to undertake this exercise in a timely manner.

- 7.4. Rewards/sanctions basis: performance appraisal record.
- 7.5. Initiator: supervisees and supervisors.
- 7.6. Procedure: Step increments will be granted or otherwise as a result of the performance appraisal process and depending on the final performance rating.
- 7.7. Eligibility: all UNOPS *staff members* holding appointments explicitly subject to the provisions of the UN Staff Regulations and Rules
- 7.7.1. Those eligible staff members who are granted a “Fully Satisfactory⁴” or above overall rating in their performance appraisal will receive an annual step increment, if applicable in the salary scale.
- 7.8. Language proficiency increments: With a view to encouraging language proficiency at UNOPS, those general service staff members who obtain UN language proficiency certification in two official UN languages (other than the language of the duty station and their mother tongue) will also receive a one-time step increment upon UNOPS’ receipt of the second of said certifications, provided their performance is certified in the most recent performance appraisal as having been fully satisfactory or above.
- 7.9. Sanctions:
- 7.9.1. Applicability: all UNOPS *staff members* holding appointments explicitly subject to the provisions of the UN Staff Regulations and Rules.
- (a) For staff members that receive a final rating of “Partially Satisfactory Performance⁵” in the event that their contracts are extended or when they would otherwise be due to receive a step increment, they will not be granted this step increment.
- (b) In such cases, to maximize chances of improving performance, staff may be offered a six-month improvement plan, in coordination with HRPG. The six-month improvement plan can be offered without waiting for the end of the usual performance management cycle, provided that the staff member has been given an opportunity to respond to the supervisor’s evaluation of unsatisfactory performance. If at the end of the performance improvement plan, there is a sufficient and marked improvement in performance, as documented by the

⁴ Fully satisfactory is the 2011 rating. For prior year performance ratings, the equivalent ratings documenting satisfactory performance apply.

⁵ Partially satisfactory performance is the 2011 rating. For prior year performance ratings, the equivalent ratings documenting less than satisfactory performance apply.

supervisor, then the step increment may be granted after completion of the six month improvement plan.

8. Merit-based Promotions⁶

8.1. The Executive Director may grant a merit-based promotion in order to address an exceptional situation where the professional contribution of a staff member to UNOPS exceeds the budgeted and classified level of the post, under the following conditions

8.1.1. The staff member has a minimum of three years of continuous active service with UNOPS and his/her performance throughout the last two years has been rated as above “fully meets expectations” in the PRA records; and

8.1.2. Either:

(a) It is beneficial to UNOPS to transfer the staff member to (or retain him/her at) a specific duty station (for instance, due to the skills set and/or the in-depth UNOPS knowledge he/she has developed throughout his/her service at UNOPS) and the staff member would, absent the merit-based promotion, have likely been appointed to another, higher-level post; or

(b) It is in the best interest of UNOPS to promote the staff member, due to specific and valid organizational or corporate considerations.

8.2. A merit-based promotion is not intended as a tool to increase future retirement payments or as a reward/recognition of past service prior to retirement and will not be granted for that purpose. Furthermore, a merit-based promotion will not be made an element of any agreed termination of appointment.

8.3. However, even in cases of consistent outstanding performance, there is no acquired right on the part of the staff member to a merit-based promotion. In other words, the mere fact alone that a staff member has been rated at the top of the performance rating system (i.e. “Exceptional performance”) for several years does not create the right to a merit-based promotion, which is granted by the Executive Director at his/her sole discretion when it is in the best interest of UNOPS.

8.4. Procedure

8.4.1. A merit-based promotion may be approved following the procedure described below:

(a) A proposal is to be submitted by the staff member’s supervisor or senior manager to the Director, HRPG. The proposal should be made in the form of a detailed written submission and with all supporting documentation (including performance records but not limited to them);

(b) HRPG will review the proposal to determine compliance with the established criteria and advise the Executive Office accordingly. The Director, HRPG may

⁶ This paragraph (eight) is limited to staff members who hold a UNOPS letter of appointment expressly pursuant to the United Nations Staff Regulations and Rules

also opt to nominate more staff members for consideration by the Executive Office;

- (c) All nominations for merit-based promotion will be reviewed by the Executive Office and may be approved by the Executive Director.

9. Personal Development Awards

- 9.1. Eligibility: all personnel, other than senior managers.
- 9.2. Frequency: when merited, provided that a grantee cannot receive another personal development award until two years have passed.
- 9.3. Purpose: to recognize an *individual* who significantly exceeds work performance expectations and permit him/her to develop himself/herself either by exposure for a limited duration to another working environment or by granting special sabbatical leave to complete academic studies.
- 9.4. Award criteria: recipients of personal development awards must have delivered meritorious work performance as measured by creativity, quality, usefulness and/or productivity surpassing normal expectations, and/or contribute significantly to reducing costs or improving efficiency of operations or systems, and/or perform an exceptional act of service that does credit to UNOPS or the United Nations.
- 9.5. Initiator: any supervisor or senior manager.
- 9.6. Selection procedure: the following steps will pertain to the selection of winners of Personal Development awards.
- 9.6.1. A supervisor or senior manager may recommend an individual for a Personal Development award via email to HRPG for headquarters-based personnel or to the respective regional director in respect of personnel in the regions.
- 9.6.2. The award nominations will be reviewed by HRPG.
- 9.6.3. Following such review, all nominations must be endorsed by the Executive Office.
- 9.6.4. The number of Personal Development award recipients may not exceed ten in a given year, and will be subject to availability of funds.
- 9.7. Award: the recipient may choose between:
- 9.7.1. Paid leave of absence with a duration of up to one month for “work shadowing” (relevant to the recipient’s learning plan) in another UN organization or a public/private sector entity. The recipient may select any entity subject to

endorsement by the recipient's supervisor and HRPG, and provided the entity concerned agrees to accept the recipient, or;

9.7.2. A mission of up to one month to work in another UNOPS office of a recipient's choosing, provided that choice is approved by the respective supervisors, or;

9.7.3. A special sabbatical leave up to one month for pursuing academic studies, the cost of which may be subsidized by UNOPS in line with the respective provisions of OD29 on learning and development.

9.8. In any of the cases above, the recipient will receive DSA and travel cost where applicable for the duration of leave / mission.

10. General conditions

10.1. All awards and rewards specified in this policy are subject to availability of funds. Every year the Executive Director will decide on the extent to which some or all of the above-mentioned rewards can be authorized, based on the financial and operational performance in the previous year.

10.2. All awards will be granted on an annual basis, in line with the performance management cycle, with the exception of the appreciation awards, which are decentralized and may be given throughout the year.

10.3. Any personnel formally involved in the selection process may also be eligible for the awards, provided that they recuse themselves from participating in any decision-making regarding any award for which they are being considered.

10.4. All recipients will, unless s/he writes to HRPG requesting no publicity for any reason, have his/her photograph and name posted on the "Awards" page(s) of the intranet. In celebration of the outstanding initiatives, awards may be presented at major UNOPS events, such as global meetings, all-staff or regional meetings.

10.5. No element of the monetary rewards and bonuses mentioned in this policy is pensionable.

10.6. UNOPS is not required to grant any of the awards or rewards set out in this document to any person, even if all the requirements set out in this document appear to be met. UNOPS' only obligations are to make its best efforts to ensure the following:

10.6.1. That every eligible person is fairly considered for each award or reward;

10.6.2. That this policy is applied consistently; and

10.6.3. That no award or reward is granted, or sanction imposed, contrary to this policy.

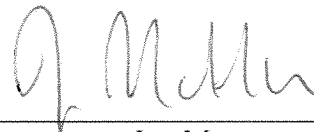
10.7. No result of any award or reward selection process described herein will be subject to any form of appeal. Performance appraisal rewards or lack thereof cannot be appealed although the underlying Performance and Results assessment (PRA) ratings themselves remain subject to rebuttal.

10.8. This policy is introduced on a pilot basis and will be reviewed annually by way of a thorough assessment of its implementation consequences. Adjustments and amendments will be proposed, as may be required. An in-depth evaluation will be conducted in 2013 following which a decision will be made about continuation of the pilot.

10.9. The Director, HRPG is tasked to issue any relevant Administrative Instruction(s) to outline the process and procedures related to this policy.

11. Effective date

11.1. This OD is effective 1 March 2011



Jan Mattsson
Executive Director