

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 4o\$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)o)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 'e)3\$%e ass\$gnment as Adm\$n\$st)at\$3e Ass\$stant .: '251. 8n 5 a)%+ 1666* +e 9 as %on3e)ted to t+e 8nte)nat\$ona# P)oress\$ona# %atego)! as Adm\$n\$st)at\$3e =ff\$%e) .>231 \$n T(\$#s\$* Geo)gsa* 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)o)amme =ff\$%e) .P231 \$n ?ag)e(* C)oat\$sa* unt\$# +\$s)eass\$gnment to Gene3a as 'en\$o) Adm\$n\$st)at\$3e/P)o)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. On June 2011th at 9:00 am, the Honorable Justice Udayasankar assigned the case to Mr. Justice P. Venkateswaran on 21st June 2013th. The case was transferred to the Honorable Justice S. N. Venkateswaran on 1st November 2015th. The case was listed for hearing on 25th January 2016th before the Honorable Justice A. Venkateswaran.

6. On 5th August 2011th, the Government of Tamil Nadu filed a Writ Petition challenging the constitutionality of the Tamil Nadu Legislative Assembly's decision to merge the Government of Tamil Nadu and the Government of Puducherry. The petition was filed by the Government of Tamil Nadu through its Advocate General, Mr. V. R. Venkateswaran, and the Attorney General, Mr. M. S. Venkateswaran, on behalf of the State of Tamil Nadu.

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# 25* 53* 75* AA* 60 and 121. T+e D , - 5 %a#%u#ated t+at t+e a)t+mets% mean of t+e s\$B \$nd\$3\$dua#)an; \$ngs 9 as 75.33 and esta(#\$+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\$at \$info)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# (asss.

25. T+e A ""#\$%antD\$ ")\$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\$\$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%ts3e a)ea of)es"ons\$(##t!* t+e D , - 5 \$nt)odu%ed an
add\$tona# %)ste)\$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;sngs \$nto a nume)\$%a#
3a#ue (! 9a! of an a)t+met\$% meanJ

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

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

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

\$. 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\$)!
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\$e 9 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#o9C

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"\$sed 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%\$son 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 eBam\$ng t+e a#eged e)o)s \$n t+e %ontested de%\$son* t+e T\$(una# %ons\$de)s \$t a""o")\$ate to g\$3e a ()\$ef o3e)3\$e 9 of t+e P)omot\$ons Po#%!* 9+\$%+ \$s un\$7ue to t+e UN , C - and stems f)om \$ts /)an; \$n "e)son0 s!stem. T+\$s Po#% ! +as (een a""#ed fo) t+e f\$)st t\$me \$n t+e 2013 P)omot\$ons 'ess\$on and fundamenta#! de"a)ts f)om t+e ")e3\$ous "o#%! as staff mem(e)s a)e no #onge) g\$3en a "o\$nt2(ased s%o)\$ng (ut)at+e) su(4e%ted to a %om"a)at\$3e assessment among ea%+ ot+e) (! a "ane# %om"osed of sen\$o) staff mem(e)s of t+e UN , C -. L +\$#st some of t+\$s T\$(una#Ds ")e3\$ous +o#d\$ngs \$n)es"e%t of t+e UN , C - ")omot\$ons sess\$ons)ema\$n of)e#e3an%e* most of t+ese %annot (e a""#ed 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#!(#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\$um sen\$o)\$t!2\$ng)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(.)-147(!)9.697#969849(

§§1 : o) ")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\$ds\$ng a 3\$son and ")omot\$ng a %#\$mate of)es"e%t and a""e)%at\$on \$n t+e 9 o); "#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\$ns\$um of 150H of t+e num(e) of s#ots a3a\$#a(#e fo) ")omot\$ons to P2& and to a m\$ns\$um 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 enta\$\$s a %o##e%t\$3e)e3\$e9 of t+e /su(stant\$a##! e7ua##! me)\$to)\$ous %and\$dates0 (! t+e 'PP* and t+e ma;\$ng of f\$na#)e%ommendat\$ons %o))es"ond\$ng to t+e num(e) of a3a\$#a(#e s#ots .se%. 5.10.1 and 5.10.21. T+e e3a#uat\$on \$s (ased on t+e 'e%ond -ound %)\$te)\$a* and ")o3\$des fo) t+e need to ensu)e geog)a"+\$%a# d\$st)\$ut\$on as 9e## as an! d\$ss%"#\$na)! measu)e* do%umented)e")\$mand* f\$nan%\$a# m\$smangement o) g)oss neg#\$gen%e du)\$ng t+e "ast f\$3e !ea)s .se%. 5.10.21. : o) ")omot\$ons to t+e P25 #e3e#* t+e 'PP ma!)e7uest a 9)\$tten assessment of an! "a)t\$%u#a! %and\$date f)om t+e)es"e%t\$3e D\$)e%to)* fo) staff \$n , ead7ua)te)s* o) f)om t+e)es"e%t\$3e - e")esentat\$3e* fo) staff \$n t+e f\$e#d .se%. 5.10.3 and 5.10.&1.

35. T+e , \$g+ Comm\$\$s\$one) a9a)d %ond\$t\$ona# on t+e staff mem(e) o(ta\$n\$ng a s"e%\$f\$% "os\$t\$on at t+e +\$g+e) #e3e#. T+\$s %ond\$t\$on does not a""#! to staff mem(e)s 9+o a#ead! se)3e on a "os\$t\$on at t+e +\$g+e) #e3e# o) on an eB"e)t "ost* o) a)e 9\$t+\$n t9o !ea)s of)et\$ement age .se%. 5.121.

Case No. UNDT/GVA/2015/165

Judgment No. UNDT/2016/030

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

&1. L +e)eas t+e "a)t\$es ag)ee t+at t+e T)\$ (una# ma! %ondu%t t+e t!"e of)e3\$e9 set out a(o3e* t+e! d\$ag)ee on 9+et+e) t+e T)\$ (una# ma! go an! fu)t+e) and ente)ta\$n %+a##enges to t+e P)omot\$ons Po#\$%! \$tse#f. 'ee; \$ng to)e#! on t+e 4u)\$s")uden%e of t+\$s T)\$ (una# dea#\$ng 9\$t+ %om"a)at\$3e assessments %ondu%ted \$n t+e %onteBt of do9ns\$I\$ng eBe)%\$ses* t+e A ""#\$%ant a)gues t+at t+e T)\$ (una# s+a## not (e #\$m\$ted to)e3\$e9\$ng e))o)s \$n t+e implementation of t+e P)omot\$ons Po#\$%! (ut a#so eBam\$ne* inter alia* 9+et+e) t+e ")o%edu)es \$n "#a%e fo) t+e %om"a)at\$3e)e3\$e9 of %and\$dates fo) ")omot\$ons at t+e UN , C - 9e)e /fa\$) and t)ans"a)ent0* and 9+et+e) t+e %om"a)at\$3e)e3\$e9 of t+e %and\$dates 9as (ased on /fa\$) o(4e%t\$3e %)te)\$a as "a)t of an \$m"a)t\$a# ")o%ess0. T+e - es"ondent a)gues t+at t+e T)\$ (una# s+ou#d not engage \$n a)e3\$e9 of t+e Po#\$%!* and s+ou#d #\$m\$t \$tse#f to t+e standa)d of)e3\$e9 set out (! t+e A ""ea#s T)\$ (una# \$n)es"e%t of ")omot\$on eBe)%\$ses as des%)\$ (ed a(o3e.

&2. , a3\$ng)e3\$e9 ed 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%\$ss\$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)%\$ses* 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\$%\$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 2013UNAT22A31. 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##founded 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 non%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 on9a)ds as not+\$ng \$n t+e P)omot\$ons Po#%!* ")e3ented \$t.

&7.

Case No. UNDT/GVA/2015/165

Judgment No. UNDT/2016/030

&6.

P)omot\$ons Po#\$%.! Not on#! d\$d st \$nt)odu%e a ne9 %)ste)\$on fo) %ons\$de)at\$on du)\$ng t+e 'e%ond -ound* (ut st 9as a#so ent\$)e#! \$n%ons\$stent 9\$+ 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)sous0 %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%\$son 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+ Comm\$ss\$one)Ds "o9e) to set t+e num(e) of a3a\$#a(#e ")omot\$on s#ots \$s def\$ned \$n se%. &1.2 of t+e P)omot\$ons Po#\$%!* 9+\$%+ ")o3\$desC

ET+eF D\$3\$son of , uman -esou)%es 5 anagement .D , - 5 1 9\$# su(m\$t to t+e Jo\$nt Ad3\$so)! Comm\$tee .JACI* at #east 10 9o);\$ng

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

- | | |
|-------------------------------|---------|
| \$. 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#\$% ! 9 as 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(m\$tted do%umenta)! e3\$den%e s+o9\$ng t+at f)om 2006* fo##o9\$ng t+e f\$)st a""a\$sa# eBe)%\$se "u)suant to t+e PA 5 '* d\$s"a)\$t\$es \$n)at\$ngs among 3a)\$ous manage)s and off\$%es 9e)e noted 9\$t+ %on%e)n. 8n a ()oad%ast e2ma\$# message of & June 2010* t+e t+en D\$)e%to) of D , - 5 * UN , C -* \$nfo)med a## staff mem(e)s t+at /a%)oss off\$%es a)ound t+e 9o)#d and \$n +ead7ua)te)s* t+e)e \$s a #ot of 3a)\$at\$on \$n t+e)at\$ngsJ and at t+e \$nd\$3\$dua# #e3e#*)at\$ngs and na))at\$3es somet\$mes do no %o))es"ond0. , e \$m")essed u"on t+e fa%t t+at measu)es 9ou#d (e ta;en to)emed! t+e ")o(#em \$n t+e neBt a""a\$sa# % !%#e and t+at D , - 5 9ou#d* u"on \$ts)e3\$e9 of t+e \$nd\$3\$dua# e2PADs* /)e3e)t to staff

one o3e)a## 0eB%"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.

66. At t+e outset* t+e T)\$ (una# notes t+at t+e)at\$ngs* a#t+oug+ t+e! a""ea) to +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 ' 9as not mod\$f\$ed du)\$ng t+at "e)\$od*)at+e) \$t 9as de%\$ded to 9o); 9\$t+ t+e manage)s to ensu)e %ons\$ten%!. 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"e%t\$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)ame9o);. 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 PA 5 ' * 9+\$%+ 9as t+e a""#\$a(# adm\$ns\$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 t9o 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-]69ID608(a)03966553.80665437(03{59-7.609(5)(n5-879092(0169 9118(%)-3.66653(.)4..9 9218(a)-

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t+e 'PP mem(e)s 9e)e not \$n a "os\$t\$on to 3e)f ! \$f

fo) t+ \$n se%. 5.6.1.\$1* 9+\$%+ \$s %e)ta\$n#! one of t+e most dete)m\$nat\$3e %)ste)\$on of t+e ent\$)e ")o%ess.

7A. T+en* \$t seems t+at t+e Pe)man%e 5 anagement Asso%\$ate 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)o%\$ento %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\$)ed / a%;g)ound and o3e)3e 9 of t+e PA 5 ' P)o%ess0 ")o3\$des \$n \$ts se%. 16 t+at /A%+\$e3ed0 and /P)o%\$ento %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\$umum "e)man%e t+)es+o#d ad3an%ed to t+e T+\$d - ound.

76. :\$na##!* and most \$m"o)tant#!* \$t tu)ned out t+at \$t 9as t+e D , - 5 t+at assessed "a) of t+e "e)man%e %)ste)\$on unde) se%. 5.6.1.\$1* \$nstead of t+e 'PP* \$n %ont)a3ent\$on 9\$t+ t+e eB"#\$%\$t te)ms of t+e P)omot\$ons Po#\$% !* unde) 9+\$%+ t+e aut+o)\$t! to ma;e t+at assessment %#ea)#! fa##s on t+e 'PP. 8n t+\$s)es"e%t* t+e \$nfo)mat\$on ")o3\$ded (! t+e D , - 5 to t+e 'PP 9as not suff%\$sent to %on%#ude t+at t+e 'PP mem(e)s ut\$mate#! made t+e\$) \$nd\$3\$dua# assessment of t+e e3a#uat\$on %)ste)\$on as "e) t+e te)ms of se%. 5.6.1.\$1. T+e a""a)ent de%\$son of t+e D , - 5 to ;ee" t+e)at\$ngs f)om t+e 'PP meant t+at t+e 'PP mem(e)s 9e)e* t+us* not "e)sona##! a(#e to as%e)ta\$n t+e %o))e%tness o) ot+e)9\$se of t+e \$nfo)mat\$on \$n t+e %ons\$de)at\$ons unde) se%. 5.6.1.\$1 of t+e Po#\$%! e3en t+oug+ t+e Po#\$%!)e7u\$)ed t+at t+e ! +ad to (e "e)sona##! sat\$sf\$ed t+at t+e %)ste)\$on +ad (een met.

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\$) 9o); 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 %and\$datesD "e)fo)man%e* manage)s@# a%+\$e3ements and #eade)s+" 7ua#st\$es. 8t ")o3\$ded a 7uant\$stat\$3e measu)e t+at 9ou#d "oss\$(#! a##o9 t+e 'PP mem(e)s to \$dent\$! 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%e0)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\$ffed 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

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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

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6&. T+e T)(una# does not 7uest\$on t+e a""")o")\$ateness of ta; \$ng \$nto a%%ount

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66. The Promotions Policy! 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;sng \$nto %ons\$de)at\$on of \$nfo)mat\$on not)ef#e%ted \$n t+e do%ument\$ ")o3\$ded to t+e 9+o#e "ane#. >\$;e9\$se* t+e Promotions Policy! 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 9 e)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)e g)ou"\$ng eBe)%\$se
 (!)an; \$ng* fo) eBam"#e* 1&7 %and\$dates among a g)ou" of 3 %and\$dates o) mo)e< 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) 1&5* 10 %and\$dates num(e) 15&* and
 A %and\$dates num(e) 163. 8n t+\$s ")o%ess* +e %omm\$tted se3e)a# e))o)s \$n t+e
 a""#\$%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+\$n a g)ou" 9+\$%+ %auses t+e
 T\$(una# to 9 onde) 9+at eBa%t %)ste)\$a t+\$s "ane# mem(e) 9as a""#!\$ng.

107. A t+\$d 'PP mem(e) a#so engaged \$n a s\$ms#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)e< &
 %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 9 e)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%%ass\$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.

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)efe)en%e to a%tua# "#a%lement o""o)tun\$ts\$. 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\$%const)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

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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 9 e)e gene)a##! d\$s%#osed (! t+e P)omot\$ons 'e%)eta)sat 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 9 e)e +ea)d 4o\$nt#!* t+e Adm\$nst)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\$nst)at\$on d\$s%#osed t+e)an;\$ngs to %and\$date* 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 \$instant %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\$#

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1&A.

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+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"ondent)s 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

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

5 ate)a# damages

173. T+e A ""#%ant as ;ed* as an a#te)nat\$3e to)es%\$ss\$on and)et)oа%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

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%om"ensat\$on t+at t+e)es"ondent ma ! e#e%t to "a! as an a#te)nat\$3e
g(- 1029732lt)0.67.

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1A6. 8n Asariotis

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