

**Managing organizational change during restructuring, consolidation,
redeployment or abolition of posts, and reduction of staff**

STAFF SUPPORT POLICY FRAMEWORK

**OHR/PG/2025/4/Rev.3 Version 4.0
07 July 2026**



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Summary of changes

The below provides a summary of the changes contained in the revised framework (OHR/PG/2025/4/Rev.2, Version 3.0), dated 19 June 2026.

Section/paragraph	Description of the revision
Throughout the document	Clarification of the support measures applicable to all staff members vs. the special measures applicable only to staff impacted by the General Assembly resolutions 80/240 and 80/242 on the revised estimates for the 2026 programme budget and the 2026/27 peacekeeping support account budget in the context of UN80.
VI. Support for career transitioning	
Paragraph 17	To reflect additional support for managers during the transition to a reduced or renewed team.
V. Staff Communication	
Paragraphs 12 and 14	To provide an update on the staff management committee's role and the main platform for communication for staff.
IX. c) Special measure 3: In case of abolition and re-establishment of posts subject to local recruitment to another duty station in another country- Transitional measures for locally recruited staff members	
New paragraphs 66-70	To clarify the implementation of self-relocation to a new duty station in another country for staff members in the General Service and related categories.
e) Special measure 5: Part-time employment	
Paragraph 79	To provide update on part-time employment options.

Section/paragraph

Description of the revision

f) Special measure 6: Special Leave without Pay (SLWOP)

New paragraph 89

To reflect the eligibility of locally recruited staff members for SLWOP.

XI. Impact of separation on social security benefits

Sick Leave

Paragraph 103

To clarify the terms and conditions of the entitlement to sick leave at full pay and half pay under staff rule 6.2 and provisions under ST/AI/2005/3.

XII. Abolition of posts and reduction of staff - UN80 only

Paragraphs 119 and 122

To provide an update on the lateral reassignment within entity and the global lateral reassignment exercises.

ANNEX F: Impact of part-time employment on staff members' conditions of service

Hours of work

To provide update on part-time employment options.

Annual Leave

To provide update on modification of annual leave due to part-time employment.

I. Introduction

1. This United Nations Secretariat *Staff support policy framework* provides guidance on managing organizational change involving **restructuring, consolidation, redeployment or abolition of posts, and reduction of staff** (hereinafter referred to as the "*Staff support framework*"). It contains a summary of the human resources and administrative support measures for UN Secretariat internationally and locally recruited staff members.
2. The Staff support framework is designed to provide Heads of entity and managers, human resources practitioners in executive offices and local human resources offices, and staff members at large with essential information about managing organizational change and identifying actions in the short, medium, and longer-term.
3. The Staff support framework is intended to enhance the understanding of how the Organization's regulatory framework and human resources policies are to be applied during such organizational transitions. It has been prepared to facilitate a people-centered and harmonized approach to supporting staff members in a consistent, equitable, and fair manner.
4. The Staff support framework should serve as a reference to help lead organizational transformation and navigate change. It does not replace the Staff Regulations and Rules, administrative issuances, and OHR policy guidelines. **In accordance with the United Nations Dispute and Appeals Tribunals' jurisprudence, decisions must be free of unfairness, unreasonableness, illegality, irrationality, procedural irregularity, bias, capriciousness, arbitrariness, and lack of proportionality. Decision-makers must provide reasons for any administrative decisions, supported by facts.**
5. This fourth version of the Staff support framework is subject to review; and changes will be published in future revisions.

II. Scope

6. The framework covers administrative and human resources support measures for locally and internationally recruited staff members who may be impacted by restructuring, consolidation of functions, redeployment or abolition of posts, or reduction of staff.

III. Purpose

7. The purpose of the Staff support framework is to:
 - Ensure a people-centered approach, maintain transparency and trust in the process by communicating and consulting regularly and openly with staff representatives, managers and staff at large;
 - Ensure the consistent, equitable and fair implementation of the Organization's legal framework, i.e. the Charter of the United Nations, the relevant General Assembly resolutions, the Staff Regulations and Rules of the United Nations, the Financial Regulations and Rules of the United Nations, administrative issuances, OHR policy guidelines and policy procedures across all entities Secretariat-wide;
 - Ensure a consultative and transparent process is in place in all entities for staff engagement;
 - Provide access to counselling and wellbeing services to managers and staff;
 - Provide career transition support to affected staff members, making sure that affected colleagues are treated with respect, and receive clarity and advice on their options; and
 - **Introduce special measures** to assist staff members directly impacted, ensuring they feel seen, supported, and valued.

IV. Roles, responsibilities and support structure

8. The Office of Human Resources, under the overall guidance of the Assistant Secretary General for Human Resources, is accountable for providing the global strategy and authoritative policy advice to Heads of entity for a consistent, equitable and fair application, under their delegated authority, of the Staff support framework Secretariat-wide. The Department of Operational Support (DOS) is responsible to provide operational support, as HR Tier 2 to whom entities may reach out. Staff members will play a critical role in engaging, shaping, and driving the change within their entity. Similarly, senior and middle managers have an important responsibility to model behaviours that demonstrate our core values and a commitment to these changes.
9. Staff representatives at the unit, entity, duty station and global level act as an important and trusted channel for staff engagement. They play a critical role in advocating for staff interests, ensuring that concerns and feedback are communicated effectively to management. They also serve as key partners in promoting fair and transparent processes and contribute to discussions on how decisions and procedures impact staff. They help by providing peer support and ensuring that staff voices are heard in decision-making. Staff representatives work closely with the Office of Human Resources (OHR) in the Department of Management, Strategy, Policy and Compliance (DMSPC) as well as at the entity level, with the Heads of entity to ensure that staff have access to the necessary information, resources, and guidance throughout the transition. Where there is no staff representative in a unit or entity, management will liaise with the relevant staff representative body, for instance in New York with the UNSU as per its Statute.

V. Staff communication

10. **Transparency:** Open and honest communication through different means (townhalls, broadcasts, smaller group meetings... etc.) is essential, even when not all the answers are available., The Secretary-General committed to full transparency and regular engagement with staff and their representatives.
11. **Regular Updates and feedback mechanism:** Regular briefings to staff representatives as well as to staff at large, as needed, have been scheduled and will continue so as to communicate updates and any relevant changes. Timely and respectful communication is critical.
12. **Staff Management Committee (SMC):** Management will continue to consult regularly with staff representatives through the Staff Management Committee pursuant to staff regulation 8.2 and staff rule 8.2(a) (ii) and in accordance with ST/SGB/2011/6/Rev.1, ensuring the effective participation of the staff in identifying, examining and resolving Secretariat-wide issues relating to staff welfare, including conditions of work, general conditions of life and other human resources policies, as provided for in staff regulation 8.1(a). Management will notably ensure that proposals affecting staff are communicated in a timely manner and that staff representatives' feedback and suggestions are duly considered.
13. **Regular dialogue at the entity level with the entity's staff representatives and staff members of the entity:** It will be important to provide timely information, reduce uncertainty, contain anxiety and foster transparency.
14. The main platform for communication for staff is iSeek – Staff resources. For instance, for the UN Secretary-General's UN80 initiative, staff members can access the [UN80 Initiative | iSeek](#). This webpage has up-to-date information on what staff need to know about the current process, including links to all global messages, FAQs, resources for staff and a list of global Human Resources focal points and Staff Counsellors.
15. Staff members can also access the platforms of the UN Staff Unions and Associations:
 - ESCWA Staff Council ([iSeek](#))
 - ESCAP Staff Association ([iSeek](#))
 - Field Staff Union ([public website](#))
 - UN ECLAC Staff Association ([iSeek](#))
 - UN Nairobi Staff Union ([iSeek](#))
 - UNOG Staff Union ([public website](#))
 - UN Staff Union New York ([iSeek](#) / [public website](#))
 - UNOV/UNODC Staff Union ([iSeek](#) / ([public website](#)))
 - ECA Staff Union ([public website](#))

VI. Support for career transitioning

16. The Office of Human Resources has created a Strategic Plan for Supporting Staff's Careers during restructuring, consolidation, and redeployment or abolition of posts. The plan leans on **managerial leadership, organizational culture shifts, creative resourcefulness**, and the possible **use of generative AI tools** for more targeted skills development. It is meant to give support to staff who undergo a change of jobs or careers; it does not mean that staff will "be transitioned" by the Organization.

17. Current and planned support mechanisms include:

- **New Knowledge Gateway Tiles:** UN Secretariat staff and managers will soon be able to visit the new Careers tile on the Knowledge Gateway to explore information and tools for all staff in support of career transitioning, including webinars, personal planning tools, managerial guides and the career landscape in the Organization. In addition to this, UN Secretariat staff and managers will soon be able to access the Career Transition Compass, a new sub-section within the existing Career tile, which is currently under development and planned for launch in mid-February. It will feature expert-led webinars focused on managing career transitions and career planning, coping with stress, maintaining productivity and navigating available support mechanisms. It will also include self-help tools, with a curated set of digital resources and toolkits focused on mental well-being, financial planning and peer support. The Career Transition Compass will further highlight support opportunities across the UN system, including job networks, learning programmes and community engagement platforms. It will provide resources on managing career transitions and repositioning, such as job search strategies inside and outside the UN, CV preparation for non-UN roles and development of a personal career roadmap. The section will also host **Career Transition Bytes**, a series of short videos from across the UN system that break down complex career strategies into clear and practical lessons, paired with curated resources to help staff explore non-traditional career paths, identify emerging opportunities and upskill with purpose.
- **EWorkshops & accompanying materials:** All staff, including managers, can find detailed information on UNOG's Career Support, Counselling and Coaching website (<https://learning.unog.ch/mc-index/career-support>), particularly the "Careers Tip Thursday" site which contains videos of sessions held on a variety of career-related topics, designed to provide tips, guidance and insights for career and professional development and transitioning. This includes information for applicants, starting with looking for jobs, determining skills needed, over preparing for interviews, to using networking, personal branding and performance conversations. In addition, a brand-new series has been developed to respond to the growing need of UN personnel to navigate change and explore professional opportunities in the private and non-UN sectors. This Career Transition Series aims to provide staff with practical tools, expert insights, and the confidence to successfully pivot in today's evolving job market.
- A comprehensive, country-specific job search resource has been developed to support staff transitioning out of the Organization. The tool provides **tailored job**

search guidance per country, recognising that employment markets, recruitment practices, and access to opportunities differ significantly by location. For every country covered, the resource includes:

- A curated list of **relevant job boards**, with direct links, language information, and short, job-seeker-friendly descriptions to help individuals prioritise where to start.
- An **evidence-based overview of additional job search channels**, such as community networks, professional networks, local media, and other commonly used pathways. Many job seekers find significant value in platforms and media that are not traditional “job boards” but that are **highly used in practice**, including **social media, search aggregators, niche apps, community groups**,
- A consistent, easy-to-navigate structure that allows staff to quickly locate information relevant to their country of return without needing to search across multiple sources.

The resource is designed to be practical and reflects real-world job search practices across different contexts. It complements other career support measures by giving staff clear, actionable starting points while respecting local labour market realities, and will soon be available on the Knowledge Gateway and the Career Transitioning website.

- **Career Counselling:** As outlined in the UN Secretariat’s [Career Satisfaction Framework](#) of 2021, there are no fixed career ladders or predictable promotion paths in the Organization—each staff member is responsible for shaping their own careers. Career satisfaction can come in many forms: deepening expertise in a field, gaining breadth across job networks, seeking upward progression, serving in diverse duty stations, upkeeping meaningful relationships, or balancing personal circumstances with professional goals. Ultimately, it is up to each staff member to define what a fulfilling career looks like and take ownership of how they achieve it. Given that staff in the Secretariat drive their own careers, it is crucial to provide guidance and support to enable them to consider their career options within or outside the Organization, including resume writing and job interview preparation. Self-help information and resources are being made available to all staff through the above channels.
- **Peer Mentoring and Career Coaching:** Individuals are best placed to determine their needs and are encouraged to identify a mentor for their respective situations. A mentor can often provide individual career conversations to support preparation of their profiles and provide individualized career guidance. In addition, a new in-person workshop has been developed to support managers in a transition to a reduced or renewed team. It aims at providing tools for fast and efficient on-the-job learning, most recent psychological insights and best practice tips on learning and intercultural communication. This ‘Mentoring Essentials for On-the-Job Training’ programme is a three-day, in-person workshop complemented by optional targeted mini-workshops. It certifies selected staff as on-the-job mentors, equipping them to support real-time skills development, structure learning through work-based tasks, and guide colleagues through role and career transitions. Currently delivered at New York Headquarters in 2026 the Capacity Development and Operational Training Service (CDOTS) in the Department of Operational Support (DOS) will scale the programme across duty stations through a Train-the-Trainer approach. Entities

interested in participating or developing facilitation and mentoring skills may contact CDOTS at dos-cdots-hrlearning@un.org

- **Manager Support:** Managers and supervisors who are in transition or lead changing teams and/or locations can find relevant help and information on the Careers tile of the Knowledge Gateway, the mentor matching and networking platform, the coaching options, and the new on-the-job mentoring workshop (all described above). In addition, a new e-workshop series is in planning that will concentrate on the most pressing needs managers have in times of change.
- **Skill-swap sessions:** The Office of Human Resources is in the process of exploring a new tool that will allow staff and offices to expand on skills that are underutilized or, on the other hand, needed and not easily available. This will allow staff to grow and acquire work experience in a different office by using skills they have and that are not needed in their current office, while at the same time the Organization will become more agile in accomplishing the tasks at hand that are given through its mandates.
- **General Service and other local staff:** The Office of Human Resources is well aware that the current changes will affect local staff in different ways than internationally recruited staff. Apart from the fact that all of the above-mentioned support tools are available to all ranges of staff, including General Service staff, it would like to point out that managers are requested to act sensibly when convening meetings that are not pertinent to all members of their teams, and to allow for dedicated time for learning, i.e., using the provided career support tools, as well for participation in live events that will be offered throughout 2026.
- With a view to long term improvements, OHR is exploring the idea of collecting data on the satisfaction of staff who avail themselves of these services and on their efficiency/impact, as well as the possibility of maintaining contact with staff who leave the Organization if they agree, and collecting data on the sectors/positions where they find employment, in order to build organizational knowledge on the prospects of UN staff, which would ensure more targeted and efficient career support services in the future.

18. **Staff members who are immediately impacted** are eligible for specific career transition information and support through their local HR or Executive office. This includes:

- **Support in actively seeking alternative positions** within the UN Secretariat, in other UN common system organizations and external public/private sectors. This could include, e.g., lists of online job boards or online events that provide tips and information on application procedures in other organizations, as outline above.
- Heads of entity and managers are expected to **allow affected staff members a dedicated amount of working time to prepare for job applications**, take online courses, and pursue professional development activities that strengthen their candidacy for future roles. Within the rules of delegated authority, local HR partners and Executive Offices are invited to lead those efforts in their entities.

19. **More information on the current learning programmes is presented in Annex A.**
This annex provides a consolidated overview of the available offerings, including their scope, objectives, and delivery modalities.

VII. Staff Wellbeing support during organizational change

20. Staff wellbeing is particularly impacted in times of change. The Organization is making every effort to ensure all those impacted by these funding challenges are supported with a range of staff wellbeing services. These efforts are guided by the principles for promoting psychosocial wellbeing through change, as outlined in the UNSSCG/HRN Guidelines for Supporting Mental Health and Well-Being.

21. Staff wellbeing and mental health interventions will focus on:

- **Access to Mental Health Resources and Counselling Services:** Promoting access to mental health resources and counselling services is essential for staff well-being.
- **Wellness Programmes:** Creating initiatives for physical and mental wellness, such as mindfulness sessions and team-building activities, can foster camaraderie and reduce stress. Such programmes can be local and should be sensitive to the context during organizational change.
- **Peer Support Groups:** Where possible, consider establishing peer support networks that allow staff to connect, share experiences, and offer mutual support in a structured manner is beneficial. A positive outlook of such groups is important, to understand change and make it easier to deal with it.

22. Staff and managers will be supported through the psychosocial services provided by staff counsellors:

- **Confidential Counselling and Psychosocial Training.** Staff and dependents (as per the arrangements and service provision of the duty station), wellbeing programmes, and facilitation of psychosocial training. Such training topics can include navigating change & transition, supporting self and others during change, personal coping tools for anxiety and stress, increasing morale and motivation;
- Staff Counsellors can assist with the **provision of mental health resources** within the UN and **provision of counselling services** as needed. Staff are responsible for checking the scope of their own medical insurance coverage plan should they wish to access an external mental health provider;
- **Targeted sessions for managers** to enable them to deal sensitively and directly with individual and team motivation, about change, recognizing stress and supporting staff members through the transition;
- **Wellbeing Resources:** Share practical guides on managing grief, uncertainty, and transition, such as the newly developed Managing Change with Purpose Pocket Guide.

23. All individual discussions with staff counsellors will remain entirely confidential, except in cases of potential harm. Staff at UN Headquarters in New York can reach out to the Staff Counsellor's Office at scnhq@un.org. For field duty stations and peacekeeping/special political missions, inquiries should be directed to CISMS/UNDSS undsscismu@un.org or to the UN Counsellors at the respective duty station.

VIII. Renewal of fixed-term and temporary appointments

24. In accordance with the memorandum from the USG/DMSPC to all Heads of entity dated 2 June 2025 and Annex B of this framework, additional measures on the renewal of fixed-term appointments were implemented to manage the liquidity situation, ensure equity among staff and to provide flexibility for any potential changes in the overall interests of the Organization. These are:
- Renewals of temporary appointments beyond their current expiration date should be carefully reviewed.
 - Fixed term appointments may only be renewed for a maximum duration of up to one year, and any further renewals should be carefully reviewed.
25. These managerial measures have been effective since June 2025 and will remain in effect until further notice. These measures will be periodically reviewed and amended, as necessary. These measures apply to temporary and fixed-term appointments in all entities irrespective of funding sources.
26. If it is assessed that the downsizing or restructuring will likely lead to the termination of appointments of some staff members, the Head of entity must immediately activate the downsizing policy (subject to the provisions of paragraph 36 below and as detailed in Section XII further below). Retention decisions for staff members holding fixed-term appointments without service limitation are governed by the order of retention set out in staff rule 9.6(c) on termination for abolition of posts and reduction of staff, as further elaborated in ST/AI/2023/1 and OHR/PG/2023/1 on Downsizing or restructuring resulting in termination of appointments.
27. The comparative review process established under the policy will apply to staff members holding fixed-term appointments without service limitation, as well as to those holding continuing and permanent appointments. While the Head of entity retains delegated authority to decide on the renewal of fixed-term appointments, taking into account operational requirements, funding availability, programme priorities, and other organizational considerations such as alignment with budget cycles, mandates' timelines, or ongoing reviews, it is important to note that the non-renewal of fixed-term appointments without service limitation does not constitute a recognized mitigation measure under the downsizing policy. By contrast, the non-renewal of fixed-term appointments with service limitation¹ is considered a mitigation measure.
28. While there is no obligation under the Organization's regulatory framework to provide a notice of non-renewal of a temporary or fixed-term appointment which has an expiration date specified in the letter of appointment, Heads of entity are strongly encouraged, as a matter of good management practice, to notify staff members whose appointments are not to be renewed as soon as it becomes evident as part of the regular review - that renewal will not be possible. As much as feasible, the periods of these notices of separation upon non-renewal of appointment should be

¹ Staff members who have not been recruited in accordance with established procedures under staff rules 4.15 and 4.16 and who, as a result, hold an appointment with service limitation.

consistent with the notice periods established under Staff Rule 9.7 (Notice of termination), i.e. at least 30 calendar days' notice in the case of a fixed-term appointment and at least 15 calendar days' notice in the case of a temporary appointment.

29. As agreed at the SMC special session in Pristina, and in line with ST/AI/2013/4/Rev.1 on Consultants and individual contractors and relevant General Assembly resolutions, affiliate personnel (aka "non-staff personnel") such as UN Volunteers, Individual Contractors, Consultants...etc., shall not be used inappropriately to carry out staff members' functions of a continuing nature.
30. **Staff members holding a temporary appointment or a fixed-term appointment with service limitation, will not be considered for retention in the UN Secretariat and consequently, are not to be included in the comparative review under the downsizing policy.**
31. **Staff members on secondment or loan from an organization applying the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances ("Inter-Organization Agreement") will not be renewed beyond the expiry date of the secondment or loan, as part of the mitigating measures in place in the context of the abolition of posts and reduction of staff in the UN Secretariat.** Such staff members will not be considered for retention in the UN Secretariat under the downsizing policy and will not be included in the comparative review in the context of downsizing.
32. **Staff members who have transferred to the UN Secretariat pursuant to the Inter-Organization Agreement will be considered for retention** in the UN Secretariat under the downsizing policy and will be included in the comparative review in the context of downsizing.
33. **Staff members on secondment to the UN Secretariat from other organizations that do not apply the Inter-Organization Agreement or from institutions or governments will not be renewed beyond the expiry date of the secondment, as part of the mitigating measures in place in the context of the abolition of posts and reduction of staff in the UN Secretariat.** Such staff members will not be considered for retention in the UN Secretariat upon activation of the downsizing policy and will not be included in the comparative review in the context of implementation of the downsizing policy.
34. However, staff members who are on secondment or loan away from the UN Secretariat will have to be considered during downsizing, keeping in mind that these staff members have a right to return to the Organization at the end of the loan or secondment, including a lien to a specific position which is blocked for their return.

IX. Special Measures

35. The United Nations Staff-Management Committee (SMC) held a special session in Pristina from 24 to 28 June 2025 to discuss the UN80 initiative. During this session, **agreement was reached to implement a series of special measures** both centrally and under the delegated authority of head of entities.
36. Further, in the context of UN80, the Secretary-General decided that **it is only when all special measures** as detailed in this section **and all possible managerial measures** (including lateral reassignments within entity and global lateral reassignment upon transfer across entities and duty stations as detailed in Section XII below) **have been exhausted that the downsizing policy must be activated**.
37. The **objectives of the special measures** in the context of redeployment to another country, restructuring and consolidation, workforce reduction and abolition of posts as a result of proposals under workstream 1 of the Secretary-General's UN80 initiative and cost cutting efficiency measures, as reflected in the 2026 programme budget and the 2025/26 peacekeeping support account budget² are to:
- a) Maximize retention and minimize involuntary separations from service of both internationally and locally recruited staff members;
 - b) Ensure a well-planned and coordinated transition and implementation phase that will provide necessary support to staff directly affected;
 - c) Promote consistent, equitable and fair treatment of all affected staff members by ensuring compliance with contractual rights and procedural fairness, and maintaining adherence to applicable Staff Regulations and Rules, and administrative issuances governing restructuring and downsizing, including consultation obligations;
 - d) Maintain staff engagement and minimize impact on staff morale, wellbeing, including mental health, and productivity;
 - e) Ensure that all Offices are equipped with the necessary capacity and skill sets to maintain uninterrupted business operations, thereby supporting the effective implementation of the Organization's mandate; and
 - f) Ensure that HR local offices and Executive Offices are adequately resourced and empowered to provide consistent, high-quality support and services to all staff members throughout this period.
38. **A summary of the special measures endorsed by the Secretary-General following the special meeting of [SMC in Pristina](#) is provided in Annex D. A link to the full SMC report may also be found in Annex D.** Additionally, please note the decision of the Secretary-General ([Secretary-General's response](#)).

² As adopted by the General Assembly resolutions 80/242 and 80/240 respectively.

39. In accordance with the Organization's regulatory framework, the written requests from staff members for implementation of special measures including considerations of:

- a) Special measure 1: Early separation programmes³,
- b) Special measure 2 – **UN80 only**: In case of redeployment of posts subject to international recruitment to another duty station in another country – Consideration of special constraints for the relocation to another country of internationally recruited staff members and their eligible family members / Remote onboarding,
- c) Special Measure 3 – **UN80 only**: In case of abolition and re-establishment of posts subject to local recruitment to another duty station in another country – Transitional measures for locally recruited staff members,
- d) Special measure 4: Flexible working arrangements,
- e) Special measure 5: Special leave without pay (SLWOP) under staff rule 5.5 (a), and
- f) Special measure 6: Part-time employment,

must be reviewed on a case-by-case basis. Decisions on all such requests must comply with the provisions of this framework and all applicable Staff Regulations and Rules and policies to ensure fair, consistent and equitable treatment of staff members similarly situated.

40. The special measures listed in paragraphs a), d), e) and f) above apply to **staff members in all categories. The two special measures listed in paragraphs b) and c) above apply only to those who are directly affected by the redeployment of their functions from their current duty station to a new duty station in another country pursuant to the decisions of the General Assembly on post abolitions and redeployments as contained in resolutions 80/240 and 80/242 on the 2026 programme budget and the 2026/27 peacekeeping support account budget, as follows:**

- a) For internationally recruited staff members:
 - i. the post they encumber is redeployed and they are to be laterally reassigned within their entity upon redeployment of the position to a new duty station in another country; or
 - ii. the post they encumber is abolished and they are to relocate to another duty station in another country upon lateral reassignment within their entity or upon transfer to another entity as part of the managing measures (please see further details in Section XII below);

³ All three 2025 Early Separation Programmes have closed at the time of publication of Version 3.0 of the Staff Support Policy Framework.

- b) For locally recruited staff members: the functions of the post they encumber are retained but redeployed to a new location in another country; and a new post subject to local recruitment is established at a new duty station in another country while their current post is abolished at their current duty station.
41. They do not apply to staff members who apply for and are selected to vacant posts and temporarily vacant posts advertised in Inspira, regardless of whether their current posts are being abolished or redeployed unless the post is redeployed to a different duty station in another country **after publication** of the Job Opening or Temporary Job Opening, as applicable.
42. Staff members may avail themselves of one or more of the special measures concurrently and/or successively, subject to the approval of their manager (normally the first reporting officer) and in accordance with exigencies of service.
43. The rationale for any administrative decisions by managers on staff members' written requests must be provided in writing.
44. **Managers may reach out to their Local Human Resources Office or Executive Office as Tier 1 for human resources guidance.** HR Local offices and EOs should escalate any queries, they do not know how to answer in relation to specific cases through the HR Tier workflow as usual, i.e., via DOS/HRSD as Tier 2 which will escalate to OHR as Tier 3, should further authoritative policy interpretation be needed on specific cases.

a) Special measure 1: Early Separation Programmes

45. In the context of the UN80 initiative, the Organization launched three Early Separation Programmes in August, October and December 2025, respectively.
46. The programmes are intended to serve the interest of good administration of the Organization and seek to mitigate the negative impact of potential future termination of appointments by facilitating the voluntary early separation of staff members, including through early retirement, thereby reducing the number of staff whose appointments may otherwise need to be terminated.
47. For further information about the August programme, please refer to the revised Policy Guideline available on the Policy Portal, ([OHR/PG/2025/5/Rev.1](#)).
48. For further information about the October programme, please refer to the Policy Guideline available on the Policy Portal, ([OHR/PG/2025/7](#)).
49. For further information about the December programme, please refer to the Policy Guideline available on the Policy Portal, ([OHR/PG/2025/8](#)).
50. Decisions on expressions of interest received through the three programmes, i.e., acceptance or rejection, have been made progressively since October 2025 until February 2026. https://policy.un.org/sites/default/files/2025-10/OHR_PG_2025_7_Early_separation_prog_24_October.pdf<https://policy.un.org/en/human-resources/separation-service/types-separation>. **Consideration of all expressions of interests received was completed at the time of the publication of the Staff Support Policy Framework Version 3.0.**

b) Special measure 2 – UN 80 only: In case of redeployment of posts subject to international recruitment to another duty station in another country – Consideration of special constraints for the relocation of internationally recruited staff members and their eligible family members / Remote onboarding

51. In accordance with staff regulation 1.2 (c) and staff rule 7.2 (a) (iii), **internationally recruited staff members who are encumbering posts proposed for redeployment to another duty station in another country will be expected to travel on change of official duty station to their new duty station in another country.** Eligible family members will also be travelled by the Organization in accordance with the applicable Staff Regulations and Rules and policies on official travel.
52. It is understood that **staff members will need time to prepare**, and management will factor this in when determining the effective date of the lateral reassignment of the staff members who are encumbering posts redeployed to another duty station in another country. **Staff members are expected to relocate as early as possible although no later than by 31 August 2026. Staff members are required to raise the corresponding travel request in accordance with the 21-day advance travel policy.**
53. Staff members with **compelling** personal and family circumstances **wishing to request a deferral beyond 31 August 2026 of their official travel** on change of official duty station to another country (and that of their eligible family members if applicable) **must send a written request to their manager (normally the first reporting officer) as soon as possible and by no later than 30 June 2026** to seek their consideration, which will be subject to exigencies of service, i.e. provided that the staff member can remotely carry out the functions associated with their (redeployed or new) post.
54. The manager must communicate their decision to the staff member's request in writing including the reasons thereof.

Deferrals - Grounds for consideration – Compelling circumstances

55. The Organization acknowledges that **compelling** personal and family circumstances, may warrant some flexibility in the actual initiation of official travel and effective date of change of official duty station of the staff members concerned.

Deferrals - Alignment with organizational needs

56. The Organization aims to be supportive, and **managers will consider favourably** staff members' requests for deferrals due to compelling circumstances, **subject to exigencies of service and provided that:**
 - a) the staff members' requests are duly documented and supported by evidence of the compelling circumstances; and

- b) **the staff members can perform their functions from their current official duty station** until initiation of official travel to the new duty station in another country.

Deferrals - Maximum duration

- 57. Deferrals of official travel on change of duty station and effective date of lateral reassignments or lateral transfers, as applicable, may be granted for **up to four months i.e. up to 31 December 2026**.

Deferrals – Implementation via remote onboarding

- 58. **As a special measure, staff members whose deferrals are approved, will thus be exceptionally allowed to onboard remotely, i.e., perform the functions associated with their (redeployed or new) post from their current duty station until initiation of official travel to the new duty station in another country. The change of official duty station will take effect on the date on which the staff member will initiate official travel to the new duty station in another country.**
- 59. Eligible family members may be travelled by the Organization at the same time as the staff member or at a later date, provided they are authorized to legally reside in the prior duty station after the departure of the staff member. (Eligible family members cannot be travelled prior to the staff member's own official travel).
- 60. Authorized official travel itinerary(ies) for any official travel during the period of deferral will be based on the current official duty station where the staff member is serving prior to the redeployment of their post or the decision to transfer them to a new post in a new duty station in another country. Travel by the Organization to any third country prior to travel and installation at their future new official duty station in another country shall be treated as a personal deviation, unless combined with another official travel.
- 61. The salaries, benefits and allowances applicable to the new official duty station in another country will not be payable until such time that the staff member is travelled and physically installed at the new duty station in another country by the Organization. Similarly, and without prejudice to the application of staff rule 3.6 (b) (i), the post adjustment will not be changed until initiation of official travel by the staff member.
- 62. Should a staff member decide not to relocate, after the special measures and managerial measures as contained in this Framework have been exhausted in accordance with paragraph 36 above, they will be given an opportunity to consider an agreed termination. If the staff members do not consent to an agreed termination and fail to report to their new duty station by the date decided by the Organization, they will be separated from service in accordance with Staff Rules 9.1 (b) and 9.3 on Abandonment of post. Abandonment of post is a separation initiated by the staff member other than by way of resignation which does not give rise to payment of termination indemnity.

c) Special measure 3 – UN80 only: In case of abolition and re-establishment of posts subject to local recruitment to another duty station in another country – Transitional measures for locally recruited staff members

63. The Organization will facilitate the retention and/or reemployment (including reinstatement, when applicable) of staff members in the General Service and related categories whose functions will be redeployed to a new duty station in another country. In such situations, the posts encumbered by locally recruited staff are abolished in their current duty station and new posts are newly established in the new duty station in another country.
64. **In order to ensure business continuity of operations, effective knowledge transfer and completion of outstanding assignments, approval of flexible working arrangements and/or official business travel (TDY) shall be granted in accordance with the relevant policies, including managers' approval and subject to exigencies of service; and in the case of official business travel subject to the availability of funding.**
65. The Organization will be engaging with host countries to request that directly affected staff members in the General Service and related categories be allowed to work in the new duty station in another country regardless of their nationality(ies) or pre-existing work permits.
66. Further, the Organization will support staff members in the General Service and related categories who would be willing to self-relocate to the country of the new duty station in another country where the new posts would be established, in line with the conditions of service applicable to posts subject to local recruitment, consistent with Staff Rule 4.4.

Implementation of Lateral Reassignment of staff members in the General Service and related categories

67. Where a post subject to local recruitment is abolished and re-established at a new duty station in the same or in another country within the same entity; and the locally recruited staff member who is the incumbent of that post is willing to self-relocate and is legally authorized to work in that duty station by virtue of their nationality, the staff member may request approval to self-relocate to the new duty station of the new re-established post by submitting a written request to their manager (normally the First Reporting Officer (FRO)), who will approve it.
68. Where the staff member's nationality does not permit them to legally work in the new duty station, the Organization shall, consistent with paragraph 63 above, engage with the host country to seek the necessary authorization for the staff member to work at the new duty station. Approval of the self-relocation of the locally recruited staff member to the new duty station of the new re-established post in such cases shall be contingent upon the outcome of those discussions and the issuance of the required host country legal authorization to reside and work in the new duty station.

69. A locally recruited staff member whose post is being abolished may also express interest in an another available suitable post at their current grade level within the same office that has been newly re-established in another duty station in the same or another country, provided that: (a) the current incumbent of this post is not able /willing to self-relocate; (b) the staff member is suitable for the post; and (c) the staff member can legally work in that duty station. The staff member shall submit a written request to their manager (normally their FRO). Subject to the concurrence of the relevant managers, the FRO may approve the lateral reassignment.
70. Where a staff member expresses interest in such a post but does not have the legal right to work in the new duty station, the Organization shall engage with the host country to seek the necessary authorization, in line with paragraph 63 above.
71. Any posts that are abolished and re-established in another duty station and remain vacant following the above processes shall be included in the global lateral reassignment exercise. Where no lateral reassignment is effected through that exercise, such posts shall be published in Inspira and filled through local recruitment at the new duty station.

d) Special measure 4: Flexible working arrangements

72. As a special measure, during organizational change, following their installation at their new duty station staff members will be allowed to telecommute from outside the duty station for up to three months, subject to exigencies of service, i.e., provided that their functions can be performed remotely.
73. Beyond the special measure above, **following their installation at their new duty station**, staff members may request to avail of flexible working arrangements (FWA). In accordance with ST/SGB/2019/3 on FWA, **managers shall favourably consider FWA requests submitted by staff members who have been installed at a new duty station in another country following the redeployment of the post they encumber or the decision to transfer them to a new duty station in another country, including requests for telecommuting outside the duty station for compelling personal circumstances.** In accordance with the FWA policy, managers (normally the first reporting officers) have the delegated authority to approve such requests for a period normally not to exceed six months, and exceptionally up to nine months, **subject to exigencies of service, i.e., provided that their functions can be performed remotely.** This is also applicable to locally recruited staff members whose posts have been abolished at the current duty station and re-established in another duty station in another country.
74. To ensure a consistent, equitable and fair implementation of the special measure on flexible working arrangements UN Secretariat wide, the following eligibility criteria, maximum duration periods and implementation procedures must be followed by all entities:

Eligibility

75. Staff members in all categories who are directly affected by the redeployments of their functions from their current duty station to a new duty station in another country, as follows:
- a) For internationally recruited staff members:
 - i. the post they encumber is redeployed and they are to be laterally reassigned within their entity upon redeployment of the position to a new duty station in another country; or
 - ii. the post they encumber is abolished and they are to relocate to another duty station in another country upon lateral reassignment within their entity or upon transfer to another entity as part of the managing measures (please see further details in Section XII below);

- b) For locally recruited staff members: the functions of the post they encumber are retained but redeployed to a new location in another country; and a new post subject to local recruitment is established at a new duty station in another country while their current post is abolished at their current duty station.

Duration

76. The special measure provided in paragraph 72 above, telecommuting outside the new duty station in another country for up to a three-month period **must be approved by the managers (normally the first reporting officer) subject to exigencies of service, i.e., provided that the functions can be performed remotely.** Any subsequent request by the staff member to avail of flexible working arrangements, beyond this period shall be reviewed in accordance with the provisions of ST/SGB/2019/3 on Flexible working arrangements (FWA).

Implementing telecommuting from outside the duty station

77. Telecommuting outside the duty station, including the above-mentioned special measure, will be administered in accordance with the provisions of ST/SGB/2019/3 and ST/IC/2019/15 on FWA (i.e. staff members will be paid salaries including post adjustment, benefits and allowances applicable to their official duty station and subject to adjustments as detailed in the information circular).

e) Special measure 5: Part-time employment

78. **Part-time employment requests from staff member will be considered favourably during organizational change, if feasible.** Such part-time employment arrangements should be implemented within the parameters approved by the relevant governing bodies (i.e. it cannot exceed the approved level of expenditure nor the approved duration).
79. When implementing part-time employment, managers should be guided by the provisions of ST/AI/291/Rev.1, as complemented by any other local issuances, as applicable. The current policy framework under ST/AI/291/Rev.1 foresees part time employment of 50%, while other local issuances may allow for other part-time employment configurations. **Other part-time employments options, including 60, 70, 80 and 90% will also be considered.** Part-time employment may be combined with flexible working arrangements under ST/SGB/2019/3.
80. The following should be noted when considering part-time employment:
- a) **Any part-time employment must be in line with host country agreements. Some host countries may require UN staff members to work full-time to retain their visa status or place other visa related restrictions on staff members' ability to work part-time which would impact whether or not a staff member can work part-time.** As an example, in the United States, a G-4 visa holder is required to work 35 hours per week and would in essence not be able to work part-time. Staff members who are US citizens or green card holders, however, would be able to work part-time.
 - b) **Salaries, post adjustment and other benefits and allowances will be prorated according to the part-time employment percentage** (please see Annex F for details). In addition, staff members going on part-time employment must be aware that the Organization's contribution to the medical insurance premium and the United Nations Joint Staff Pension Fund (UNJSPF) will be prorated as well:
 - i. For the medical insurance, staff member would have to cover their own contribution as if working full time as well as the balance of the Organization. The exemption to this would be cases where national legislation at the duty station regulates the premiums for public medical insurance, or if the contract with the insurance provider allows for adjustments in a way that premiums are reduced for part-time staff proportionate to their employment rate. For such cases, the staff member's contribution will be calculated in accordance with local regulations or the insurance contract, as applicable, and the subsidy of the Organization shall be reduced accordingly.

- ii. For the pension, the prorated contributions of both the staff member and the Organization would result in a reduced amount of benefits.
- c) The workload of a staff member going on part-time employment would need to be adjusted proportionately to their part-time schedule, and as a result, teams should review their deliverables to ensure coverage and / or make any adjustments needed to their deliverables accordingly.

f) Special measure 6: Special leave without pay (SLWOP)

81. **As a special measure, Heads of entity will consider favourably, on a case-by-case basis and in accordance with staff rule 5.5 (a) granting SLWOP to impacted staff members during organizational change, if feasible.**
82. While on SLWOP, the staff member will be encumbering the post at 0%, against which the separation related costs will eventually be charged upon separation of the staff member at the end of the agreed period of SLWOP. **That post would need to remain vacant during the entire duration of the SLWOP.**
83. If the staff member opts to continue contributing to the pension fund and/or health insurance, staff members will be responsible for the full contribution to the Pension Fund and to the medical insurance scheme (i.e. they will have to pay both their own and the Organization's contributions) during the entire period of SLWOP, as applicable.
84. When deciding whether to contribute to the medical insurance scheme while on SLWOP, considerations on possible impacts on eligibility to enrol in after-service health insurance (ASHI)⁴ should be made, for cases where a staff member may separate at the end of the SLWOP period. **Staff members holding a fixed-term, continuing or permanent appointment who are placed on SLWOP, and who meet the minimum contribution periods for ASHI and other eligibility criteria as per the below paragraph 86 at the start of the SLWOP, will need to contribute in full to the UN medical insurance scheme during the full period of SLWOP to retain their eligibility for ASHI enrolment at the end of SLWOP.** ASHI is a continuation of the insurance coverage from the status of active staff to retiree, and as a result, **should a staff member elect to not continue their insurance coverage during the period of SLWOP, they will no longer meet the requirement of having health insurance at the time of separation, and thus will be losing their eligibility to enrol in ASHI.**
85. It should be noted that SLWOP cannot be granted for the sole purpose of reaching the ASHI contributory service period.
86. Staff members holding a fixed-term, continuing or permanent appointment separating from service other than by dismissal are eligible to enrol in the after-health insurance plan provided that they:
- a) Are at least 55 years of age if they joined the Organization before 1 January 2014 or at least 58 years of age if they joined on or after that date;
 - b) Had been a participant in a contributory health insurance plan of the UN for at least 10 years if recruited on or after 1 July 2007 or 5 years if recruited

⁴ Please refer to ST/AI/2007/3 on [After-service health insurance](#) (ASHI) for more details.

before 1 July 2007. Periods of contributory service while on a temporary appointment do not count toward the 10-year or 5-year minimum;

- c) Are eligible and elect to receive a retirement, early retirement or deferred retirement benefit under the Regulations of the UNJSPF; and
- d) Held a fixed-term, continuing or permanent appointment at the time of separation/retirement.

87. The minimum age requirement does not apply to staff members who separate with a disability benefit under the Regulations of the UNJSPF or with compensation for disability under appendix D to the Staff Rules.

88. To ensure a consistent, equitable and fair implementation of this special measure UN Secretariat wide, the following eligibility criteria, maximum duration periods and implementation procedures have been established:

Eligibility

89. For internationally recruited staff members: when the post they encumber is redeployed and they are to be laterally reassigned within their entity upon redeployment of the position to the new duty station in another country; or the post they encumber is abolished and they are to relocate to another duty station in another country upon lateral reassignment within their entity or upon transfer to another entity as part of the managing measures (please see further details in Section XII below);

90. For locally recruited staff members: the functions of their current post are retained but relocated to a new duty station in another country; and a new post is established at the new duty station in another country while their current post is abolished at their current duty station.

Criteria

91. SLWOP may be granted to staff members (both internationally and locally recruited) who are unable to move geographically by the date mandated by the Organization due to **compelling** circumstances.

Duration

92. **The duration of SLWOP shall be for a maximum of 2 years. The initial period cannot exceed 6 months which may be renewed. The exact duration should be determined on a case-by-case basis,** considering the actual situation of the staff member and the funding of the post. For posts in entities with a finite mandate (e.g. a peacekeeping mission), under no circumstances can the period of SLWOP go

beyond the end date of the funding of the post or current end date of the mandate whichever comes first.

Procedures for implementing SLWOP under this special measure

93. Staff members will be separated at the end of the SLWOP - unless they have been travelled by the Organization or self-relocated (as applicable) to the new duty station in another country as follows:
- a) The fixed-term appointment of staff members who are placed on SLWOP will be renewed for a duration that matches the approved end date of the SLWOP period; and
 - b) Staff members who hold a career appointment (continuing, permanent or indefinite) will have their appointment terminated at the end of the SLWOP period.
94. **Should the staff member be selected for another post within the Organization before the end date of the SLWOP**, the SLWOP will be curtailed, and they will be reassigned or transferred, as applicable, to this other post in accordance with the applicable Staff Regulations and Rules and policies. In the event of selection against a temporarily vacant post (i.e. for less than three months or for three months or more through a temporary job opening), **they will be reassigned/transferred without a lien to the prior post.**
95. **In the event of selection to a post in another UN Common System organization, no loan or secondment will be granted.** The staff member will be transferred, subject to the approval of the receiving organization⁵.
96. In addition to the above special measure, staff members may request special leave without pay for pension purposes, as described under paragraphs 109 to 112 below.

⁵ [Inter-Organization Agreement concerning transfer, secondment or loan of staff among the Organizations applying the United Nations Common System of Salaries and Allowances](#)

X. Administration of home leave travel requests

97. It is understood that situations may arise where staff members wish to avail of their home leave entitlement while there may be no clarity on the impact of the UN80 initiative on their continued employment with the Organization (i.e. whether they will be separated from service as a result of the proposed abolition and redeployment of posts to another country); and in turn a lack of certainty on whether they will meet the requirement of staff rule 5.4 (d)(ii) on a staff member's service to continue for at least six months beyond the date of return from home leave.
98. For cases where an entity knows with certainty that the continued employment of a staff member will be negatively impacted by the UN80 initiative, and result in an administrative decision of separation from service within less than six months from the date of return of the proposed home leave, no home leave can be granted.
99. For cases where there is uncertainty concerning how the employment of a staff member may be impacted by the UN80 initiative (i.e. whether it may result in an administrative decision of separation from service) home leave may be granted to eligible staff members, in line with staff rule 5.4 on home leave and ST/AI/2015/2/Rev.1 on home leave. **Should the staff member be subsequently separated from service (including termination) within less than six months from the date of return from the home leave, the amount disbursed by the Organization for home leave will be recovered in full.**
100. Voluntary early separations under any of the Early Separation Programmes are also subject to the same provisions for full recovery of the amount disbursed by the Organization for home leave, should the staff member be separated from service on a mutually agreed separation date within less than six months from the date of return from the home leave.
101. Prior to approving any home leave requests, **entities should inform staff members of this possible financial recovery by the Organization, i.e., should they not meet the six-month service requirement from the date of return from the home leave,** and it is recommended that staff members confirm their understanding of this in writing, though even if they do not, the recoveries will take place in accordance with the applicable Staff Regulations and Rules and internal policies⁶.

⁶ Staff rule 5.4 (d)(ii); ST/AI/2015/2; ST/AI/2009/1.

XI. Impact of separation on social security benefits

Annual leave

102. Staff members may avail themselves of their annual leave entitlement at any time before separation, including on their last day of service, provided that they meet all the conditions set out in staff rule 5.3.

Sick leave

103. Staff members may avail themselves of their certified and uncertified sick leave entitlement at any time before separation, including on their last day of service, provided that they meet the conditions set out in Staff Rule 6.2 and ST/AI/2005/3.
104. Staff members holding fixed term-appointments **which will not be renewed**, and who are incapacitated for service by reason of an illness that continues beyond the date of expiration of the appointment, shall be granted an extension of their appointment, after consultation with the Medical Director or designated medical officer, for the continuous period of certified illness up to the maximum entitlement to sick leave at full pay and half pay under staff rule 6.2 and provisions under ST/AI/2005/3.

Review of ongoing Appendix D claims

105. Claims for service-incurred death or injury will be reviewed in accordance with the provisions of Appendix D to the Staff Rules, including claims that have not been adjudicated by the time a claimant separates from service.

After Service Health Insurance ⁷

106. Staff members holding a fixed-term, continuing or permanent appointment separating from service other than by dismissal are eligible to enrol in the after-health insurance plan provided that they:
- a) Are at least 55 years of age if they joined the Organization before 1 January 2014 or at least 58 years of age if they joined on or after that date;
 - b) Had been a participant in a contributory health insurance plan of the UN for at least 10 years if recruited on or after 1 July 2007 or 5 years if recruited before 1 July 2007. Periods of contributory service while on a temporary appointment do not count toward the 10-year or 5-year minimum;
 - c) Are eligible and elect to receive a retirement, early retirement or deferred retirement benefit under the Regulations of the UNJSPF; and
 - d) Held a fixed-term, continuing or permanent appointment at the time of separation/retirement.

⁷ Please refer to ST/AI/2007/3 on [After-service health insurance](#) (ASHI) for more details.

107. The minimum age requirement does not apply to staff members who separate with a disability benefit under the Regulations of the UNJSPF or with compensation for disability under appendix D to the Staff Rules.
108. **Staff members holding a fixed-term, continuing or permanent appointment who are placed on SLWOP for pension purposes upon termination (see paragraphs 109 to 112 below) and who meet the minimum contributory periods for ASHI, will in addition need to contribute in full to the UN medical insurance scheme (i.e. pay both their own and the Organization's contributions) during the full period of SLWOP to retain their eligibility for ASHI enrolment at the end of SLWOP. ASHI is a continuation of the insurance coverage from the status of active staff to retiree, and as a result, should a staff member elect to not continue their insurance coverage during the period of SLWOP, they will not meet the requirement of having health insurance at the time of separation, and thus will be losing their eligibility to enrol in ASHI.**

Special leave for pension purposes upon termination

109. Under provisions of the paragraphs (d), (e), (f) of staff rule 9.8, staff members may be placed on special leave without pay for pension purposes if:
- a) They are within 2 years of reaching the applicable qualifying age for an early retirement benefit under article 29 of the Regulations of the United Nations Joint Staff Pension Fund and 25 years of contributory service in the United Nations Joint Staff Pension Fund.
 - b) They are over the applicable qualifying age for an early retirement benefit under article 29 of the Regulations of the United Nations Joint Staff Pension Fund and within 2 years of 25 years of contributory service in the United Nations Joint Staff Pension Fund.
110. If the staff member opts to contribute to the pension fund during the period of SLWOP, staff members will be responsible for the full contribution to the Pension Fund (i.e. their and the Organization's parts) during the entire period of SLWOP.
111. When deciding whether to contribute to the pension fund during the period of SLWOP granted for pension purposes, consideration should be given as to what pension milestone the staff member wishes to achieve:
- a) If the purpose is solely to reach early retirement age, no contributions are required.
 - b) If the purpose is to reach 25 years of contributory service in the UNJSPF, contributions will be required.
 - c) If the purpose is to reach both early retirement age and 25 years of contributory service in the UNJSPF, contributions will be required
112. It should be further noted that, as per Article 29 of the Regulations of the UNJSPF, to be eligible for early retirement, the staff member must have had at least 5 years of contributory service to the UNJSPF (vested pension rights). No payments from the UNJSPF will be made until after the end of the SLWOP period.

XII. Abolition of posts and reduction of staff – UN80 only⁸: implementation of managerial measures to minimize the impact of the downsizing or restructuring exercise prior to potential activation of the downsizing policy

Applicable regulatory framework

113. The termination of appointments of staff members is governed by the provisions of the UN Charter, the UN Staff Regulations and Rules, in particular Staff Regulation 9.3, Annex III to the Staff Regulations, Staff Rules 9.6 and 13.2. Additionally, ST/AI/2023/1 on Downsizing or restructuring resulting in termination of appointments will apply.
114. The framework for activating the downsizing policy is set out in the downsizing policy (ST/AI/2023/1) and related policy guidelines (OHR/PG/2023/1). The policy specifies that activation may be triggered, among other circumstances, by the submission or approval of budget proposals that entail reductions, restructuring, redeployments to another country, or outsourcing of posts.

Managerial measures to minimize the impact: lateral reassignments within entity, lateral transfers across entities within a duty station and across entities and duty stations

115. As indicated in paragraph 36, the Secretary-General has decided that all possible managing measures must be fully exhausted before any activation of the downsizing policy.
116. Accordingly, the Administration has started undertaking all possible managing measures for maximizing the retention of currently serving staff members, namely:
- a) Three voluntary Early Separation Programmes have been launched;
 - b) Renewals of temporary appointments and fixed-term appointments with service limitation beyond their current expiration are being carefully reviewed;
 - c) Fixed-term appointments may only be renewed for up to one year;
 - d) Staff beyond the mandatory age of separation are not to be retained in service;
 - e) Secondments and loans to the Secretariat are not to be renewed;
 - f) Affiliate personnel such as UNVs, consultants and individual contractors shall not be used inappropriately to carry out staff members' functions of a continuing nature and which by their nature justify the status of staff member to carry out the tasks, and the privileges and immunities that such status grants.

⁸ Only applicable to staff members impacted by the decisions of the General Assembly on abolition and redeployment of posts as contained in the resolutions 80/240 and 82/242 on the 2026 programme budget and the 2026/27 peacekeeping support account budget.

117. Additionally, the current hiring restrictions remain in place until further notice due to the current liquidity situation, thereby facilitating the lateral reassignment opportunities of currently serving staff members. As such, vacant posts within each entity must be preserved for the lateral reassignment or lateral transfer of staff members whose posts are proposed for abolition.

a) Lateral reassignments within the entity (including across duty stations as applicable)

118. Following the General Assembly resolutions 80/240 and 80/242 on the 2026 programme budget and the 2026/27 peacekeeping support account budget, **Heads of entity made by 31 January 2026 every effort to identify lateral reassignments within their respective entity for all staff members in their respective entity encumbering posts proposed for abolition** to either a vacant post or a projected vacant post (not proposed for abolition) in any job family for which the staff member may be suitable **including across different job families.**

119. A projected vacant post is a post that will become vacant by 31 August 2026 as a result of the separation of the incumbent:

- a) under any of the three early separation programmes;
- b) on retirement upon reaching the mandatory age of separation of 65 years old or the normal retirement age of 60 or 62, should the staff member request to avail of their acquired rights;
- c) upon expiration of the secondment or loan from other organizations, institutions or governments. Secondments and loans shall not be renewed as provided for in paragraphs 31 and 33 above;
- d) upon expiration of temporary appointment which shall not be renewed; and
- e) upon expiration of fixed-term appointment with service limitation which shall not be renewed.

120. **At the time of publication of this Staff Support Policy Framework Version 3.0, The within-entity lateral reassignments have been completed by the Heads of entity in accordance with the OHR Policy guidelines (OHR/PG/2026/1).**

b) One-time global lateral reassignment exercise across Secretariat entities and across duty stations (as applicable)

121. The Secretary-General has delegated to the USG/DMSPC the authority under Staff Regulation 1.2 (c) to laterally reassign staff members holding a fixed-term, continuing or permanent appointment without service limitation, who cannot be retained in the downsizing entity in which they currently serve, to available suitable posts in other entities Secretariat-wide, including across duty stations.

122. Accordingly, in this second phase, DMSPC will consider the lateral transfers of:

- a) internationally recruited staff members to available suitable posts across entities and duty stations Secretariat-wide; and
- b) locally recruited staff members to available suitable posts across entities at their current duty station.

123. On Friday 6 March 2026, the Department of Management Strategy, Policy and Compliance (DMSPC) published a Broadcast message to all staff members of the Secretariat informing that it is conducting a global lateral reassignment exercise as a managerial measure to maximize retention of serving staff members whose posts were abolished under General Assembly resolutions 80/242 and 80/240 adopted on 30 December 2025 on the 2026 programme budget (i.e. regular budget including special political missions) and the revised 2025/26 peacekeeping support account budget (except staff members who encumber abolished posts in field missions as a result of the governing bodies' decision to end the mandate; and are therefore under liquidation), and **who could not be laterally reassigned within their entity.**

Activation of the downsizing policy

124. As part of an overall Umoja data cleaning exercise, entities have been requested to conduct various administrative work such as data collection, cleaning, validation, and verification in order to ensure that the data contained in the ERP system (Umoja) is accurate and up-to-date, an undertaking which in turn will facilitate the implementation of the downsizing policy, if activated.
125. The downsizing policy establishes a fair and transparent process, overseen by an equal number of management and staff representatives through a joint Staff Management Group (SMG). The SMG makes recommendations on the scope and establishes the order of retention of staff through a comparative review process on the basis of conduct, performance, appointment type and length of service in accordance with Staff Rules 9.6(c) and 13.2 (d). Should there be no elected staff representatives in an entity, the staff union having jurisdiction over that entity will nominate the staff representative members of the SMG.
126. This also means that should involuntary separations, including terminations need to take place, the staff members who are encumbering the posts proposed for abolition may not necessarily be the ones who will be separated from service with the Organization. **It is only upon completion of the downsizing process and the determination through the comparative review process that it will be known which staff members will be retained in service and which staff members will need to be separated and have their appointment terminated.**
127. In accordance with the framework established under ST/AI/2023/1, the scope of application is defined at the entity level. However, as provided for in OHR/PG/2023/1, the determination of such scope may be further specified by the SMG, subject to the subsequent approval of the Head of entity (HoE). This ensures both consistency with the overarching administrative instruction and flexibility for contextual adaptation at the entity level.
128. Staff members on temporary appointments, fixed-term appointment with service limitation or on secondment or loan from other organizations, institutions or governments will not be considered for retention in the UN Secretariat and they are not to be included in the comparative review under the downsizing policy.
129. The timing of any potential involuntary separations will depend on the duration of the downsizing process itself, which will likely take a few weeks subject to the

magnitude of the exercise. Additionally, if the outcome of the process results in the termination of appointment of staff members, the staff members concerned will be required to serve the applicable notice period in full (i.e., three months for staff on permanent/continuing appointments and one month for staff on fixed term appointments).

130. **Heads of entities will be supported in fully implementing the managing measures (e.g. lateral reassignments with their entity) and the downsizing policy (if activated) through the tiered support system for human resources within the Secretariat, i.e. Tier 1 Local Human Resources Offices and Executive Offices, Tier 2 - OSO/HRSD and Tier 3 Office of Human Resources.**

ANNEX A: Learning resources

All UN Secretariat personnel have access to multiple learning resources offering extensive courses and certifications to enhance digital, management, and leadership skills. These resources, particularly in areas such as AI, data analytics, project management, change management, and agile leadership, among others, will support staff who may be affected by the UN80 Initiative, to enhance their skills and to prepare themselves for new career opportunities. They will also assist managers to transition and adapt to new working situations that may result from the UN80 exercise. These online learning platforms include:

- **'LinkedIn Learning' curated paths:** Tutorials on digital skills, change management, and management support, including an AI Upskilling Framework with levels tailored to familiarity and professional certifications like Human Skills in the Age of AI and GitHub Foundations. Through a subscription with the Office of Human Resources, all UN Secretariat personnel have access to LinkedIn Learning's extensive video library of engaging, top-quality tutorials taught by recognized industry experts. Instructions to activate can be found in the [Online Learning Libraries page of the HR Portal](#). The following learning paths have been created on LinkedIn Learning containing course curations in different categories:
 - **Digital Skills:** Basic data literacy; Microsoft Excel; Microsoft Power BI; Remote collaboration tools; Managing projects remotely.
 - **Change Management:** Introduction to change management; Adaptive leadership; People management in crisis; Ethical decision-making and communication.
 - **Management Support:** Managing performance; Having difficult conversations; Managing geographically dispersed teams.
- In addition, staff are encouraged to explore [LinkedIn Learning's Artificial Intelligence Upskilling Framework](#), which includes curated courses on AI divided into five levels depending on the learner's familiarity with AI. Professional certifications provided by industry experts are also available, such as [Human Skills in the Age of AI](#) by Microsoft, as well as learning paths built to prepare for other industry-recognized certifications, such as the [GitHub Foundations](#) certification.
- **'The Blue Line':** offers 200+ **free self-paced courses in multiple languages** on digital skills, change management, and management support. Staff can use the [Blue Line registration link](#) to get started. Below are recommended courses from the Blue Line that can help learners through workplace transitions:

Digital Skills

- ✓ Learning path on Data Analytics ([EN](#))
- ✓ UN Digital Fundamentals ([EN](#))
- ✓ Learning path on Empowering UN 2.0 with AI ([EN](#))

Change Management

- ✓ Introduction to Change Management ([EN](#))
- ✓ The Leader in You ([EN](#))
- ✓ Adaptive Leadership ([EN](#), [FR](#), [SP](#))
- ✓ Building Resilience for Change ([EN](#), [FR](#), [SP](#))
- ✓ Empathy, your Super Power ([EN](#), [FR](#), [SP](#))

Management Support

- ✓ Tool : Courageous Conversations ([EN](#)) and Having difficult conversations ([EN](#), [FR](#), [SP](#))
- ✓ Emotional Agility ([EN](#)) and Managing Emotions ([EN](#), [FR](#), [SP](#))
- ✓ Making effective Decisions ([EN](#))
- ✓ Performance Management Core ([EN](#)) and Reimagining Performance Management ([EN](#))

LIDERA: is a Leadership Community of 4,000+ members consisting of a forum where staff can share tips and advice with other members, as well as discuss their challenges in leadership. Additionally, Lidera offers bimonthly online facilitator-led sessions on leadership-related topics. [Past LIDERA sessions](#) have included topics like self-motivation, navigating uncertainty, or having difficult conversations. To stay tuned on next events, staff can [join the LIDERA Viva Engage community](#) and [sign up for the LIDERA subscription list](#).

CDOTS Campus

Through [CDOTS Campus](#), UN personnel have free access to a wide range of self-paced online courses designed to support administrative and operational learning. The platform offers training across multiple thematic areas, including Umoja, language learning, data analytics, health and safety, organizational culture, staff orientation, technology and more. These courses are tailored to help staff build essential skills, strengthen operational capabilities, and stay up to date with evolving tools and practices that support the UN work. You can find a selection of highlighted courses below:

Organizational Culture

- [Brave Conversations: Building Thriving Teams Together](#)
- [Calm in the Storm: Managing Stress During Organizational Change](#)
- [Global Orientation to the United Nations](#)
- [Are you ready?](#)

Project and Programme Management

- [Think and Act Like a Project Manager](#)

Recruitment

- [Art of Hiring Talent: Hiring Manager's eCertification](#)
- [Intern Impact: A Guide to Recruiting and Managing Interns](#)

Data Analytics

- [Data Analytics using Power BI](#)

Scenario Planning

[Navigating the Future: An Introduction to Scenario Planning at the United Nations](#)

To express interest in the Strategic Foresight for Scenario Planning Practitioners Training, [click here](#).

For a complete list of learning opportunities provided by the Capacity Development and Operational Training Service (CDOTS), visit the [Operational and Administrative Learning Catalogue](#). To create your account on CDOTS Campus, [follow these instructions](#).

In-person Learning

Mentoring Essential

The **Mentoring Essentials for On-the-Job Training** programme is a three-day, in-person workshop complemented by optional targeted mini-workshops. It certifies selected staff as on-the-job mentors, equipping them to support real-time skills development, structure learning through work-based tasks, and guide colleagues through role and career transitions.

Currently delivered at New York Headquarters, the next phase will scale the programme across duty stations through a Train-the-Trainer approach. Entities interested in participating or developing facilitation and mentoring skills may contact **Capacity Development and Operational Training Service (CDOTS)** at dos-cdots-hrlearning@un.org

Let's Speak Up

In times of rapid change, psychological safety is critical to enable open dialogue and collective resilience. Building on *Brave Conversations*, CDOTS is expanding the **LET'S SPEAK UP** card game and developing a global cadre of trained facilitators to strengthen speak-up culture across duty stations. The experiential tool enables teams to engage in constructive dialogue and empowers staff to raise concerns related to racism, bias, and discrimination.

To support this expansion, **Capacity Development and Operational Training Service (CDOTS)** will offer virtual and in-person facilitator training starting in January 2026. Interested staff are invited to participate in a **2.5-hour virtual LET'S SPEAK UP facilitator session** and express interest by contacting dos-cdots-hrlearning@un.org

Knowledge Gateway

Umoja Learning Hub

All Umoja learning resources are now available in one convenient location, the [Umoja Learning Hub](#) on the UN Knowledge Gateway. The hub provides comprehensive access to training courses, step-by-step job aids, user manuals and other support materials designed to help you navigate Umoja efficiently. You can also learn how to request and acquire specific transaction roles and see which courses and certifications are required to perform

them. Whether you are new to Umoja or looking to deepen your expertise, the hub is your go-to space for building the skills you need.

Career Transition Compass/Bytes

Career Transition Compass is a resource under development on the [UN Knowledge Gateway](#) that will bring together tools and guidance to support staff navigating career transitions. It will include links to recorded webinars on career planning, managing transitions, coping with stress, maintaining productivity and understanding available support mechanisms.

Career Transition Compass will also include self-help tools, with curated digital resources on mental wellbeing, financial planning and peer support. It will highlight support opportunities across the UN system, including job networks, learning programmes and community engagement platforms. The resource will cover career transition and repositioning topics, such as job search strategies inside and outside the UN, CV preparation for non-UN roles and the development of a personal career roadmap.

Career Transition Compass also features [Career Transition Bytes](#), an existing page on the UN Knowledge Gateway that offers bite-sized videos from workshops delivered across the UN system, breaking down dense career topics into clear and practical lessons. It also includes curated podcast episodes and links to other career resources available within the UN system.

UN Languages

At [UN Languages](#), UN staff have access to a comprehensive suite of language and communication courses designed to strengthen multilingualism, enhance cultural intelligence and build high-impact communication skills. From foundational language acquisition to advanced strategic writing and negotiation, these courses, offered in all six official UN languages, equip personnel to collaborate effectively in a modern global workplace and to lead with clarity, empathy and influence in increasingly complex operational contexts.

Featured offerings include:

- Strategic Foresight & Global Communication
- Communicating with Influence and Worldviews
- Presentation Skills Across Cultures
- Effective AI Tools for Workplace Writing
- Negotiation Skills for the Workplace
- Framing & Communicating to Persuade

For a complete list of learning opportunities provided by the Capacity Development and Operational Training Service (CDOTS), visit the [Operational and Administrative Learning Catalogue](#). To create your account on CDOTS Campus, [follow these instructions](#).

ANNEX B: Renewal of fixed-term and temporary appointments

The Secretary-General has decided, in the overall interests of the Organisation, to implement additional measures to manage the liquidity situation.

These measures apply to all types of positions, including established posts, temporary posts, and positions funded from General Temporary Assistance (GTA), regardless of the source of funding (regular budget, including special political missions, peacekeeping, support account and extra-budgetary, including PSC and cost recovery).

Further details of these measures are set out in the table below:

Renewal of fixed-term appointments	
Regulatory Framework	Instructions
- General Assembly resolution 63/250 - Staff Regulation 4.5 - Staff Rule 4.13 - ST/AI/2023/1 - ST/AI/2013/1	- Fixed term appointments may only be renewed for a maximum duration of up to <u>one year at a time</u>, and any further renewals should be carefully reviewed. - Renewals are subject to satisfactory performance and the continued need for the functions performed by the staff member, as well factors in ST/AI/2023/1, as applicable. - Further, for positions funded from <u>voluntary contributions</u>, there may be instances during the remainder of 2025 and throughout 2026, where fixed-term appointments may need to be renewed for shorter periods than the maximum duration of one-year specified above, or not renewed beyond their current expiration date, depending upon such factors as the availability of project funding or the completion of specific projects.

Renewal of temporary appointments

Regulatory Framework

- General Assembly resolution 63/250
- Staff Regulation 4.5
- Staff Rule 4.12
- ST/AI/2025/3

Instructions

- The functions carried out by staff members holding temporary appointments are to respond to seasonal, peak workloads and specific short-term requirements consistent with General Assembly resolution 63/250. If the functions carried out by staff members holding temporary appointments are core mandated activities of a continuing nature, these functions should be reassigned to staff members holding other types of appointments upon expiration of the temporary appointments.
- Renewals of temporary appointments beyond their current expiration should be carefully reviewed.
- Exceptionally, if exigencies of service absolutely require renewal of staff members currently serving on temporary appointments and subject to satisfactory performance of the staff members concerned, renewals should be carefully reviewed.
- **Under no circumstances can a temporary appointment be extended beyond the date on which it reaches the maximum duration mandated by the General Assembly for temporary appointments, which is normally 364 days and, exceptionally, up to 729 days, as reflected in ST/AI/2025/3.**

ANNEX C: Termination Indemnity

Staff members whose appointments are terminated shall be paid an indemnity in accordance with the following provisions:

(a) Except as provided in paragraphs (b), (c), (d) and (e) below and in regulation 9.3, the termination indemnity shall be paid in accordance with the following schedule:

Completed years of service	Months of gross salary, less staff assessment, where applicable		
	Temporary appointments exceeding six months	Fixed-term appointments	Continuing appointments
Less than 1	One week for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	One week for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	Not applicable
1			Not applicable
2			3
3			3
4			4
5			5
6		3	6
7		5	7
8		7	8
9	Not applicable	9	9
10		9.5	9.5
11		10	10
12		10.5	10.5
13		11	11
14		11.5	11.5
15 or more		12	12

(b) A staff member whose appointment is terminated for reasons of health shall receive an indemnity equal to the indemnity provided under paragraph (a) of the present annex reduced by the amount of any disability benefit that the staff member may receive under the Regulations of the United Nations Joint Staff Pension Fund for the number of months to which the indemnity rate corresponds;

(c) A staff member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated from service for misconduct other than by dismissal may be paid, at the discretion of the Secretary-General, an indemnity not exceeding one half of the indemnity provided under paragraph (a) of the present annex;

(d) No indemnity payments shall be made to:

- (i) A staff member who resigns, except where termination notice has been given and the termination date agreed upon;
- (ii) A staff member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;
- (iii) A staff member who is dismissed;
- (iv) A staff member who abandons his or her post;
- (v) A staff member who is retired under the Regulations of the United Nations Joint Staff Pension Fund;

(e) Personnel specifically engaged for conference and other short-term service, as consultants or as experts, and staff members who are locally recruited for service in established offices away from Headquarters may be paid termination indemnity if and as provided in their letters of appointment.

ANNEX D: Summary of the agreement of the SMC

The following special measures for staff employment in the context of relocation, restructuring and consolidation, workforce reduction and abolition of posts resulting from UN80 initiative are being implemented Secretariat-wide:

- a) Launch of the Early Separation Programme;
- b) Extension of the current hiring restrictions until further notice;
- c) Non-retention of staff beyond the mandatory age of separation;
- d) Non-extension/renewal of secondments, loans and temporary assignments;
- e) Ensure that affiliate personnel such as UNVs, consultants and individual contractors are not used inappropriately to carry out staff members' functions;
- f) Identify vacant suitable posts for lateral reassignment of affected staff members;
- g) Consider the use of expressions of interest for lateral transfers where feasible;
- h) Positive consideration of requests from staff members for part-time work/job sharing where feasible in accordance with the applicable policy (ST/AI/291/Rev.1 or as updated);
- i) Consider, on a case-by-case basis and under the authority of the head of entity in accordance with Staff Rule 5.5 (a), the placement on special leave without pay (SLWOP) of negatively affected staff (in lieu of immediate separation/termination) for up to two years as a special measure;
- j) Consider personal hardship circumstances of separating staff on case-by-case basis;
- k) Facilitation of the employment of staff in the General Service and related categories who would be willing to self-relocate to the country of the new duty station in another country where their post is redeployed, allowing them to retain their prior type of appointment and have continuous service with the understanding that these staff will relocate on their own initiative in line with the conditions of service applicable to locally recruited staff (consistent with Staff Rule 4.4);
- l) Engagement with host countries to request that directly affected staff members in the General Service and related categories be allowed to work in the new duty station in another country regardless of their nationality(ies) or pre-existing work permits;

- m) Sharing with staff representatives the lists of staff members who will receive termination notices and be flagged in Inspira for priority consideration in accordance with the Organization's policy on downsizing;
- n) Exceptionally allow remote onboarding for staff whose post will be redeployed to a new duty station in another country, for the period between the effective date of redeployment of their post to a new duty station and the effective date of their reassignment to that new duty station in another country, provided that their functions can be performed remotely from their current official duty station;
- o) Staff members will also be allowed to telecommute from outside the duty station once they have been travelled on change of official duty station by the Organization to their new duty station in another country, provided that their functions can be performed remotely. A three-month period of telecommuting will be automatically approved for staff members who make such request, provided that their functions can be performed remotely. Heads of entity may also approve a longer period up to six months, and exceptionally for an additional three months, for a maximum total period of nine months, in accordance with the ST/SGB/2019/3 on Flexible working arrangements; and
- p) Heads of entity will also authorize flexible work arrangements during the offboarding period for staff members who will be separated from the Organization, subject to exigencies of service and operational requirements. Such arrangements may include a combination of any of the four flexible working arrangement options (telecommuting, compressed work schedule, staggered working hours and break for learning) as well as part-time employment, provided that they ensure business continuity of operations, effective knowledge transfer and completion of outstanding assignments. Approval of flexible working arrangements and part-time employment shall be granted in accordance with the relevant policies, i.e. ST/SGB/2019/3 on Flexible working arrangements and ST/AI/291/rev.1 (and any future update) on Part-time employment.

For more information, please refer to the [SMC Pristina report](#).

ANNEX E: Relocation to another country: List of policies regarding changes to applicable allowances and benefits for internationally recruited staff members.

The following tables summarize the applicable allowances and benefits for internationally and locally recruited UN staff members. The full details may be found in the UN Staff Regulations and Rules and administrative issuances.

Table 1: Reassignment of internationally recruited staff members holding a permanent, continuing, or fixed-term appointment to another duty station in another country

Salaries, Allowances & Benefits	Applicable policies
Base salary	No change
Post adjustment (applicable to the new duty station)	Staff Rule 3.6
Post adjustment for previous duty station may be payable for up to 6 months if PADJ at new duty station is lower and at least one eligible family remains at the previous duty station	Staff Rule 3.6 (b)(i)
Education Grant	ST/AI/2018/1/Rev.1
Rental subsidy	Staff Rule 3.7, ST/AI/2018/3/Rev.1 and ST/IC/2023/9
Rental subsidy applicable to the previous duty station may be payable for up to six months while at least one member of their immediate family (spouse and children) remains at that duty station	Staff Rule 3.7 (b), ST/AI/2018/3/Rev.1 and ST/IC/2023/9
Hardship allowance (Payable in duty stations with B to E hardship classification)	Staff Rule 3.12 and ST/AI/2016/6
Mobility incentive (not payable in H duty stations)	Staff Rule 3.11, ST/AI/2016/6 and Amend.1
Non-family service allowance, if applicable	Staff Rule 3.13 and ST/AI/2016/6
Excess baggage for staff member and eligible family members	Staff Rule 7.2, ST/AI/2016/4 and ST/IC/1999/99
Paid travel by the Organization for the staff member and eligible family members	Staff Rule 7.2, ST/AI/2013/3/Rev.1, ST/IC/2019/16/ and Amend.1
Terminal expenses for staff member and eligible family members	Staff Rule 7.6, ST/AI/2013/3/Rev.1, ST/IC/2019/16/ and Amend.1
Relocation shipment for staff member and eligible family members (or relocation grant in lieu of relocation shipment)	Staff Rule 7.13, ST/AI/2016/4 and ST/IC/1999/99
Unaccompanied shipment for staff member and eligible family members (or relocation grant in lieu of unaccompanied shipment)	Staff Rule 7.12, ST/AI/2016/4 and ST/IC/1999/99
Settling-in grant for staff member and eligible family members	Staff Rules 7.2, 7.11 and ST/AI/2016/5
Health insurance	Staff Rule 6.6 and ST/IC/2025/4

ANNEX F: Impact of part-time employment on staff members' conditions of service

The following table summarizes the impact of part-time employment on the applicable allowances and benefits for internationally and locally recruited UN staff members. The full details may be found in the UN Staff Regulations and Rules and administrative issuances.

Conditions of service	Adjustments resulting from part-time employment
General provision on contractual status and conditions of service	Part-time staff have the same privileges and immunities and are subject to the same obligations and standards of conduct as full-time staff. Part-time employment does not affect staff member's contractual status, but conditions of service are modified as provided in the ST/AI/291/Rev.1. Same restrictions on outside activities apply.
Workload	Workload is adjusted proportionately so that it is realistically achievable on part-time schedule.
Part-time and FWA's Staggered working hours	Available for part-time staff members
Part-time and FWA's Compressed work schedule	Available for part-time staff members
Part-time and FWA's Scheduled break for external learning activities.	Available for part-time staff members
Part-time and FWA's Telecommuting	Available for part-time staff members
Hours of work	Part-time staff work 50, 60, 70, 80 or 90 per cent of the scheduled work week at their duty station. All three part-time options can be exercised on a "weekly" or a "daily" schedule. Time off for breastfeeding is prorated according to the percentage of the time worked.

Conditions of service	Adjustments resulting from part-time employment
Overtime	Available for eligible part-time staff members with modifications.
Compensatory time off (CTO)	Available for eligible part-time staff members with modifications. CTO can be utilized in units of 0.5 and 1 days only.
Salary	Prorated according to the percentage of the time worked.
Salary increments	Same conditions and same periodicity as full-time staff.
Post adjustment	Prorated
Dependent spouse allowance	Prorated. Earnings limit for the determination of the dependent spouse is not prorated.
Dependent child allowance	Prorated. Governmental grant to be deducted from prorated amount.
Other dependency allowances	Prorated
Rental subsidy	Prorated. The individual threshold amount is not prorated; duration is the same as for full-time staff members.
Rental deductions in field missions	Prorated
Language allowance	Prorated
Education grant	Prorated
Education grant travel (including reverse EGT)	Prorated
Mobility incentive	Prorated. Qualifying periods of service are not prorated.
Hardship allowance	Prorated
Non-family service allowance	Prorated

Conditions of service	Modification due to part-time employment
Rest and recuperation	Same cycle as for full-time staff members. Period of qualifying service in the duty station approved for rest and recuperation is not prorated. Transportation costs are prorated, unless UN transportation is available, in which case it is provided free of charge to part-time and full-time staff members alike.
Settling-in grant and relocation entitlements upon initial appointment or change of duty station	Prorated
Official travel on initial appointment and change of duty station	Not prorated; travel expenses are paid by the Organization in full.
Danger pay	Not prorated
Residential Security allowance	Not prorated
Security evacuation allowance	Not prorated
Sick leave	Same number of days as full-time staff members; salary and allowances during sick leave to be those of full time pay status for staff members who were initially hired on full time employment prior to going part-time.
Parental leave	Same conditions and duration as full-time staff members; salary and allowances during leave to be those of full time pay status for staff members who were initially hired on full time employment prior to going part-time.
Calculating years of work experience and service credit	Qualifying periods of service in part-time employment are prorated, except if stated otherwise in the part-time AI.
Special post allowance	Same requirements as for full-time staff members; amount of the special post allowance will be prorated.

Conditions of service	Modification due to part-time employment
Annual leave	Accrual of leave days is prorated. Annual leave can be utilized in units of 0.5 and 1 days only.
Home leave & family visit travel	Same cycle as for full-time staff members; travel costs are prorated. At the time of changing from full-time to part-time employment, the rate of the entitlement for the first home leave/family visit travel following the change is established on the basis of the longest period of time the staff member has been employed full-time or part-time during the 12-month or 24-month period, as applicable, since the staff member's last home leave/family visit travel.
Special leave with pay	Same conditions as full-time staff members; salary and allowances during leave are prorated as per the part-time rate.
Participation in the United Nations Joint Staff Pension Fund	Contributions prorated (for both Organization and staff member); entitlements and benefits prorated.
Medical insurance	Premium based on full-time employment; Organization's subsidy is prorated, and staff members are responsible to pay the difference. Exception for duty stations where premiums are reduced proportionate to employment rate.
Last day for pay purposes in the event of death	Amounts of the extended payment beyond the date of death are prorated proportionately for periods of service in part-time employment.
Termination indemnity	Prorated, taking into account all periods of service the staff member served in full-time or part-time.
Repatriation grant	Prorated, taking into account all periods of service the staff member served in full-time or part-time.
Return travel	Not prorated; travel expenses are paid by the Organization in full.
Unaccompanied shipment or relocation shipment on separation from service	Not prorated for staff members who have served on a full-time basis at any time during their employment and are in part-time employment at the time of separation. Prorated for staff member who have served on a part-time basis exclusively.

ANNEX G: Separation: Summary of applicable allowances and benefits for internationally and locally recruited UN staff members.

The following tables summarize the applicable allowances and benefits for internationally and locally recruited UN staff members. The full details may be found in the UN Staff Regulations and Rules and administrative issuances.

Table 1: Separation upon expiration of Temporary and Fixed-Term Appointments

For both Internationally and locally recruited staff members		
Allowances & Benefits	Policy provision	Highlights
Salaries and allowances	Staff Rule 9.13	When a staff member is separated from service, the date of expiration of the appointment specified in the letter of appointment will be the date on which entitlement to salary, allowances and benefits shall cease.
Notice period	Staff Rule 9.7	No notice period is required to be given to staff members on temporary and fixed-term appointments whose appointments expire on the date indicated in their letters of appointment. However, the organization shall endeavour to advise staff on non-extension of their appointments as soon as the information is available.
Termination indemnity	Staff Regulation 9.3 Annex III to the Staff Regulations Staff Rule 9.8	Upon the normal expiration of appointment, staff member is not entitled to any termination indemnity. Should a staff member's appointment be terminated, the Secretary-General will pay such indemnity as may be provided for under the Staff Regulations and Staff Rules.
Education Grant/Special Education Grant (EG/SEG)⁹	Staff Rule 3.9 (e) (f)	When a staff member who is eligible for EG/SEG and related benefit at the beginning of the academic year is separated from service, and the period of eligible service covers less than two thirds of the academic year, the amount of the grant and related benefit shall be prorated on the basis of the period of eligible service compared with the full academic year.

⁹ EG is only applicable to internationally recruited staff members while SEG is applicable to both International and locally recruited staff members.

For both Internationally and locally recruited staff members		
Allowances & Benefits	Policy provision	Highlights
Parental leave	Staff Rule 6.3 ST/AI/2023/2	<u>Staff on Fixed-Term appointments:</u> Staff members becoming parents without giving birth: If the separation date falls during the first eight weeks following the birth or adoption of a child, the appointment shall be extended to cover a maximum period of eight weeks of parental leave to be taken in one continuous period from the date of the child's birth or adoption. Staff members becoming parents by giving birth: When parental leave has started prior to the date of separation, but has not been completed, the appointment shall be extended to cover the full duration of the 26-week parental leave entitlement to be taken in one continuous period. <u>Staff on Temporary appointments:</u> Staff members becoming parents without giving birth: In the case of staff members who become parents without giving birth, the temporary appointment shall not be extended solely for the purpose of taking parental leave. Staff members becoming parents by giving birth: When parental leave has started prior to the date of separation, but has not been completed, the appointment shall be extended to cover the full duration of the 26-week parental leave entitlement to be taken in one continuous period.

For both Internationally and locally recruited staff members		
Allowances & Benefits	Policy provision	Highlights
Commutation of accrued annual leave	Staff Rule 9.10	When staff members have accrued annual leave, they shall be paid a sum of money in commutation of the period of such accrued leave up to a maximum of 18 working days for staff holding a temporary appointment and p to a maximum of 60 working days for staff holding a fixed term appointment.
Restitution of advance annual and sick leave	Staff Rule 9.11	Staff members who have taken advance annual or sick leave beyond that which they have subsequently accrued shall make restitution for such advance leave by means of a refund or an offset against any payment due to the staff member, equivalent to the remuneration received, including allowances and other payments, in respect of the advance leave period.
Certification of Service	Staff Rule 9.14	Any staff member who so requests shall, on leaving the service of the United Nations, be given a statement relating to the functions performed and the length of service. On the staff member's written request, the statement shall also refer to the staff member's quality of work and official conduct.
After-service Health Insurance	ST/AI/2007/3	Staff members holding a fixed-term appointment separated from service other than by dismissal are eligible to enrol in the after-health insurance plan provided that: • They are at least 55 years of age if they joined the Organization before 1 January 2014 or at least 58 years of age if they joined on or after that date; • Had been a participant in a contributory health insurance plan of the UN for at least 10 years if recruited on or after 1 July 2007 or 5 years if recruited before 1 July 2007; • Are eligible and elect to receive a retirement, early retirement or deferred retirement benefit under the Regulations of the UNJSPF.

For both Internationally and locally recruited staff members		
Allowances & Benefits	Policy provision	Highlights
		The minimum age requirement does not apply to staff members who separate with a disability benefit under the Regulations of the UNJSPF or with compensation for disability under appendix D to the Staff Rules.
Visas for staff members serving in the United States	Application varies on the Host Country Agreement ST/AI/2000/19	Under the current host country agreement, staff members on a G-4 visa with dependents under the same status will be required to relinquish their G-4 visas upon relocation to another duty station in another country . Those who wish for their family members to remain in the United States must obtain an alternative visa to ensure their continued legal residence in the country. Staff members on G-4 visa have 30 days to leave the country upon separation from the Organization. Upon written application to the US authorities, that period may be extended for an additional 30-day period. The extension is subject to approval by US authorities and upon written application as per ST/AI/2000/19.

For internationally recruited staff members only		
Allowances & Benefits	Policy provision	Highlights
Separation travel	Staff Rule 7.2 (c) ST/AI/2013/3/Rev .1, ST/IC/2019/16/ and Amend.1	On separation from service, the United Nations shall pay the travel expenses of staff members and their eligible family members to the place of recruitment or, if the staff member holds a fixed-term or continuing appointment, to the recognized place of home leave under staff rule 5.4 (Home leave). Should a staff member, on separation, wish to go to any other place, the travel expenses borne by the United Nations shall not exceed the maximum amount that would have been payable for the return of the staff member and eligible family members, if appropriate, to the place of recruitment or home leave, as applicable. The United Nations shall not pay the travel expenses on separation from service of staff members and their eligible family members where the return travel has not commenced within two years of the date of separation of the staff member or, if both spouses are staff members, within two years of the date of separation of the staff member's spouse, whichever is later.
Relocation shipment (or relocation grant in lieu of relocation shipment)	Staff Rule 7.2 Staff Rule 7.13 ST/AI/2016/4	An entitlement to relocation shipment for full removal of personal effects and household goods shall arise with respect to internationally recruited staff members holding a fixed-term appointment on separation from service, provided that the staff member had an appointment for a period of two years or longer or had completed not less than two years of continuous service. Upon separation from service, the staff member is entitled to relocation shipment from the official duty station to any one place to which the staff member is entitled to be returned to in accordance with the provisions of staff rule 7.2 (Official travel of staff members and their eligible family members). Entitlement to relocation shipment under staff rule 7.13 (a) shall normally cease if the relocation shipment has not commenced within two years of the date on which the staff member became entitled to relocation shipment.

For internationally recruited staff members only		
Allowances & Benefits	Policy provision	Highlights
Unaccompanied shipment (or relocation grant in lieu of unaccompanied shipment)	Staff Rule 7.12 (h) (1) (2) Staff Rule 7.13 ST/AI/2016/4	A staff member holding a <u>temporary</u> appointment may be reimbursed for the shipment of personal effects and household goods, up to a maximum of 100 kilograms or 0.62 cubic metres, by the most economical means on appointment and on separation from service; A staff member holding a <u>fixed-term</u> appointment may be reimbursed for the shipment of personal effects and household goods, up to a maximum of 100 kilograms or 0.62 cubic metres, by the most economical means when on assignment for less than one year. Where the assignment is extended for a total period of one year or longer, the staff member shall be paid expenses for an additional shipment of personal effects and household goods up to the maximum entitlement established in paragraph (i) below on the condition that staff member's services are expected to continue for more than six months beyond the proposed date of arrival of the personal effects and household goods in line with staff rule 7.14 (a). Unaccompanied shipments shall normally be made in one consignment, and related expenses shall be reimbursed on the basis of the maximum entitlement for transportation by the most economical means, as determined by the Secretary-General, between the official places of departure and destination of the staff member or eligible family members. A lump-sum amount may be paid in lieu of the unaccompanied shipment under conditions established by the Secretary-General. Entitlement to relocation shipment under staff rule 7.13 (a) shall normally cease if the relocation shipment has not commenced within two years of the date on which the staff member became entitled to relocation shipment.
Repatriation Grant	Staff Regulation 9.4 Staff Rule 9.12 ST/SGB/2024/1 (Annex IV) ST/AI/2016/2	Repatriation grant shall be payable to staff members who have completed at least five years of qualifying service, whom the Organization is obligated to repatriate and who at the time of separation are residing, by virtue of their service with the United Nations, outside their country of nationality. The repatriation grant shall not, however, be paid to a staff member who is

For internationally recruited staff members only		
Allowances & Benefits	Policy provision	Highlights
		dismissed. Eligible staff members shall be entitled to a repatriation grant only upon relocation outside the country of the duty station. Payment of the repatriation grant after separation of an eligible staff member shall require submission of documentary evidence satisfactory to the Secretary-General that the former staff member has relocated away from the country of the last duty station at the time of separation. When a staff member receives a new appointment in the United Nations common system less than 12 months after separation, the amount of any payment for repatriation grant shall be adjusted so that the number of months, weeks or days of salary to be paid at the time of the separation after the new appointment, when added to the number of months, weeks or days paid for prior periods of service, does not exceed the total of months, weeks or days that would have been paid had the service been continuous. <u>Time limitation for submission of the claim</u> Entitlement to the repatriation grant shall cease if no claim has been submitted within two years after the effective date of separation, or under conditions established by the Secretary-General. However, when both spouses are staff members and the spouse who separates first is entitled to the repatriation grant, the claim for payment of the grant by that spouse shall be considered receivable if made within two years of the date of separation of the other spouse.

Table 2: Termination: Termination of appointments for abolition of posts and reduction of staff

For Internationally and locally recruited staff members		
Allowances & benefits	Policy provision	Examples
Salaries and allowances	Staff Rule 9.13	When a staff member is separated from service, the effective date of termination specified in the notice of termination will be the date on which entitlement to salary, allowances and benefits shall cease.
Notice period	Staff Rule 9.7	A staff member whose appointment is to be terminated shall be given written notice in accordance with the notice period set forth in the Staff Rule 9.7 Permanent, continuing: At least three months Fixed term: At least 30 calendar days Temporary: At least 15 calendar days
Termination indemnity	Staff Regulation 9.3 Annex III to the Staff Regulations Staff Rule 9.8	Termination indemnity is calculated as follows: Professional and higher categories: Gross salary less staff assessment; Field Service category: Gross salary less staff assessment plus language allowance, if any; General Service and related categories: Gross salary less staff assessment plus language allowance, if any.

For Internationally and locally recruited staff members		
Allowances & benefits	Policy provision	Examples
Special Leave for pension purposes upon termination	Staff Rule 9.8 (d), (e), (f).	Under provisions of the paragraphs (d), (e), (f) of Staff Rule 9.8, staff members may be placed on special leave without pay for pension purposes if: - They are within 2 years of reaching the applicable qualifying age for an early retirement benefit under article 29 of the Regulations of the United Nations Joint Staff Pension Fund and 25 years of contributory service in the United Nations Joint Staff Pension Fund. - They are over the applicable qualifying age for an early retirement benefit under article 29 of the Regulations of the United Nations Joint Staff Pension Fund and within 2 years of 25 years of contributory service in the United Nations Joint Staff Pension Fund.
Education Grant/Special Education Grant (EG/SEG)¹⁰	Staff Rule 3.9 (e) (f)	When a staff member who is eligible for EG/SEG and related benefit at the beginning of the academic year separates from service, and the period of eligible service covers less than two thirds of the academic year, the amount of the grant and related benefit shall be prorated on the basis of the period of eligible service compared with the full academic year.
Commutation of accrued annual leave	Staff Rule 9.10	When staff members have accrued annual leave, they shall be paid a sum of money in commutation of the period of such accrued leave up to a maximum of 18 working days for staff holding a temporary appointment and up to a maximum of 60 working days for staff holding a fixed term, continuing or permanent appointment.

¹⁰ EG is only applicable to internationally recruited staff members while SEG is applicable to both International and locally recruited staff member

For Internationally and locally recruited staff members		
Allowances & benefits	Policy provision	Examples
Restitution of advance annual and sick leave	Staff Rule 9.11	Staff members who have taken advance annual or sick leave beyond that which they have subsequently accrued shall make restitution for such advance leave by means of a refund or an offset against any payment due to the staff member, equivalent to the remuneration received, including allowances and other payments, in respect of the advance leave period.
Certification of Service	Staff Rule 9.14	Any staff member who so requests shall, on leaving the service of the United Nations, be given a statement relating to the functions performed and the length of service. On the staff member's written request, the statement shall also refer to the staff member's quality of work and official conduct.
After-service Health Insurance	ST/AI/2007/3	Staff members holding a fixed-term, continuing or permanent appointment separated from service other than by dismissal are eligible to enrol in the after-health insurance plan provided that: • They are at least 55 years of age if they joined the Organization before 1 January 2014 or at least 58 years of age if they joined on or after that date; • Had been a participant in a contributory health insurance plan of the UN for at least 10 years if recruited on or after 1 July 2007 or 5 years if recruited before 1 July 2007; • Are eligible and elect to receive a retirement, early retirement or deferred retirement benefit under the Regulations of the UNJSPF. The minimum age requirement does not apply to staff members who separate with a disability benefit under the Regulations of the UNJSPF or with compensation for disability under appendix D to the Staff Rules.

For Internationally and locally recruited staff members		
Allowances & benefits	Policy provision	Examples
Visas for staff members serving in the United States	Application subject to the Host Country Agreement ST/AI/2000/19	Under the current host country agreement, staff members on a G-4 visa with dependents under the same status will be required to relinquish their G-4 visas upon relocation to another duty station in another country. Those who wish for their family members to remain in the United States must obtain an alternative visa to ensure their continued legal residence in the country. Staff members on G-4 visa have 30 days to leave the country upon separation from the Organization. Upon written application to the US authorities, that period may be extended for an additional 30-day period. The extension is subject to approval by US authorities and upon written application as per ST/AI/2000/19.

For internationally recruited staff members only		
Allowances & benefits	Policy provision	Examples
Separation travel	Staff Rule 7.2 (c) ST/AI/2013/3/Rev.1, ST/IC/2019/16/ and Amend.1	On separation from service, the United Nations shall pay the travel expenses of staff members and their eligible family members to the place of recruitment or, if the staff member holds a fixed-term or continuing appointment, to the recognized place of home leave under staff rule 5.4 (Home leave). Should a staff member, on separation, wish to go to any other place, the travel expenses borne by the United Nations shall not exceed the maximum amount that would have been payable for the return of the staff member and eligible family members, if appropriate, to the place of recruitment or home leave, as applicable. The United Nations shall not pay the travel expenses on separation from service of staff members and their eligible family members where the return travel has not commenced within two years of the date of separation of the staff member or, if both spouses are staff members, within two years of the date of separation of the staff member's spouse, whichever is later.
Relocation shipment (or relocation grant in lieu of relocation shipment)	Staff Rule 7.2 Staff Rule 7.13 ST/AI/2016/4	An entitlement to relocation shipment for full removal of personal effects and household goods shall arise with respect to internationally recruited staff members holding a fixed-term or continuing appointment on separation from service, provided that the staff member had an appointment for a period of two years or longer or had completed not less than two years of continuous service. Upon separation from service, the staff member is entitled to relocation shipment from the official duty station to any one place to which the staff member is entitled to be returned to in accordance with the provisions of staff rule 7.2 (Official travel of staff members and their eligible family members).

For internationally recruited staff members only		
Allowances & benefits	Policy provision	Examples
		Entitlement to relocation shipment under staff rule 7.13 (a) shall normally cease if the relocation shipment has not commenced within two years of the date on which the staff member became entitled to relocation shipment.
Unaccompanied shipment (or relocation grant in lieu of unaccompanied shipment)	Staff Rule 7.12 (h) (1) (2) Staff Rule 7.13 ST/AI/2016/4	A staff member holding a fixed-term or continuing appointment may be reimbursed for the shipment of personal effects and household goods, up to a maximum of 100 kilograms or 0.62 cubic metres, by the most economical means when on assignment for less than one year. Where the assignment is extended for a total period of one year or longer, the staff member shall be paid expenses for an additional shipment of personal effects and household goods up to the maximum entitlement established in paragraph (i) below on the condition that staff member's services are expected to continue for more than six months beyond the proposed date of arrival of the personal effects and household goods in line with staff rule 7.14 (a). Unaccompanied shipments shall normally be made in one consignment, and related expenses shall be reimbursed on the basis of the maximum entitlement for transportation by the most economical means, as determined by the Secretary-General, between the official places of departure and destination of the staff member or eligible family members. A lump-sum amount may be paid in lieu of the unaccompanied shipment under conditions established by the Secretary-General. Entitlement to relocation shipment under staff rule 7.13 (a) shall normally cease if the relocation shipment has not commenced within two years of the date on which the staff member became entitled to relocation shipment.
Repatriation Grant	Staff Regulation 9.4 Staff Rule 9.12	Repatriation grant shall be payable to staff members who have completed at least five years of qualifying service, whom the Organization is obligated to repatriate and who at

For internationally recruited staff members only		
Allowances & benefits	Policy provision	Examples
	ST/SGB/2024/1 (Annex IV) ST/AI/2016/2	the time of separation are residing, by virtue of their service with the United Nations, outside their country of nationality. The repatriation grant shall not, however, be paid to a staff member who is dismissed. Eligible staff members shall be entitled to a repatriation grant only upon relocation outside the country of the duty station. Payment of the repatriation grant after separation of an eligible staff member shall require submission of documentary evidence satisfactory to the Secretary-General that the former staff member has relocated away from the country of the last duty station at the time of separation. When a staff member receives a new appointment in the United Nations common system less than 12 months after separation, the amount of any payment for repatriation grant shall be adjusted so that the number of months, weeks or days of salary to be paid at the time of the separation after the new appointment, when added to the number of months, weeks or days paid for prior periods of service, does not exceed the total of months, weeks or days that would have been paid had the service been continuous. <u>Time limitation for submission of the claim</u> Entitlement to the repatriation grant shall cease if no claim has been submitted within two years after the effective date of separation, or under conditions established by the Secretary-General. However, when both spouses are staff members and the spouse who separates first is entitled to the repatriation grant, the claim for payment of the grant by that spouse shall be considered receivable if made within two years of the date of separation of the other spouse.

ANNEX H: Glossary of terms / Terminology for the movement of staff members

Terminology	Definition
Relocation	The term “relocation” is used in reference to the relocation of functions or office from one duty station in one country to another duty station in another country.
Redeployment	The term “redeployment” is used in reference to the move of a post from one duty station in one country to another duty station in another country as per the Secretary-General’s budget proposals to the governing bodies.
Assignment	Assignment is a staff movement to a department or office to an established mission, <u>with or without change of duty station, for a limited period of time</u> , during which the releasing department or office remains responsible for reabsorbing the staff member. A staff member may be assigned, for a period of more than one year, implying that the assignment is temporary and the staff members do not relinquish their appointment and accrued entitlements.
Reassignment	Reassignment is a movement for an indefinite period, normally to a different post or function; <u>within a department or office, with or without a change of duty station</u> .
Transfer (within the UN Secretariat)	Transfer is a staff movement for an <u>indefinite period, with or without a change of duty station, with no right of reabsorption in the releasing department or office</u> . A staff member who transfers retains appointment continuity, unused accruals of annual leave, sick leave, repatriation and repatriation grant.
Transfer (outside of the UN Secretariat)	Transfer is the movement of a staff member from one organization to another under which they cease to have a contractual relationship with the releasing

	organization, which is under no obligation to re-employ them. From the date of transfer, their entitlements are governed by the contractual relationship with the receiving organization. Employment by one organization of a former staff member of another organization may, after a break in service not exceeding twelve months, be treated as if it were a transfer.
Secondment	Secondment is the <u>temporary</u> movement of an individual from one employer (an international organization, a governmental institution, or even a corporation) to another, <u>for a fixed period of time</u>, during which the individual will be paid by, and subject to the staff regulations and rules of the receiving entity but will retain employment rights in the releasing entity. <u>Inter-organization secondment normally does not exceed two years, a period which may be reduced, or extended for a further fixed term, only by agreement between all three parties.</u> During the period of secondment, the staff member's contractual relationship with the receiving organization is that of a staff member on fixed-term appointment, and he/she becomes wholly subject to the rules and regulations of the receiving organization. The contractual relationship with the releasing organization is suspended for the period of secondment.
Loan (within the UN Secretariat)	Loan is a staff movement from one office or department to another for a temporary period, usually with their post. The loan is called reimbursable if the receiving office provides funds for a replacement, and non-reimbursable if the receiving office provides the salary and related costs. The releasing office remains responsible for reabsorption of the staff member. If the loan is towards the end of the staff member's service, or if the staff member finds another post, the loaned post returns to the parent office or department.
Loan (outside of the UN Secretariat)	Loan is the movement of a staff member from one organization to another for a limited period, normally not exceeding one year, during which he/she will be subject to the administrative supervision of the receiving organization but will have no contractual relationship

	with it, and will continue to be subject to the rules and regulations of the releasing organization. A loan is said to be reimbursable if the staff member's salary and related costs are reimbursed by the receiving organization, and non-reimbursable if the releasing organization bears the costs.
Managing measures	Any managerial decision that may be taken by the Heads of entity and the USG/DMSPC, under delegated authority from the Secretary-General, to minimize the impact of the downsizing or reduction of staff on serving staff members as part of the preliminary assessment phase to determine whether such downsizing will likely result in the termination of appointments of some staff members, i.e. <u>prior to the activation of the downsizing policy</u> – in accordance with section 2.1 of ST/AI/2023/1 (for instance lateral reassignments within entity and one -time global lateral reassignment Secretariat-wide. See Section XII above for more details).
Mitigating measures	Measures provided for in the downsizing policy (ST/AI/2023/1 and OHR/PG/2023/1) to mitigate the impact including any potential additional mitigating measures that the Staff Management Group (SMG) may recommend for the Heads of entity's decision <u>once the downsizing policy has been activated</u> and the SMG established, to prevent the separation of staff members (for instance non-renewal of temporary appointments or fixed-term appointments with service limitation as per section 3.2 (a) and (b) of ST/AI/2023/1).
Special measures	Those measures which have been discussed and agreed upon between management and staff representatives in the context of consultations at the Staff Management Committee level and have been endorsed by the Secretary-General (for instance, consideration of special constraints. See Section IX for more details).