Policy Title	Policy and Procedures for Employment of Retirees
Document Identifier	PPM/RETIREES/2025/2
Previous title (if any)	Employment of Retirees
Policy objective	The objective of this policy is to set out parameters for the employment of United Nations retirees at UNFPA
Target audience	All staff members
Risk control matrix	Control activities that are part of the process are detailed in the Risk Control Matrix
Checklist	N/A
Effective date	23 December 2025
Revision history	Issued: April 2002 Revision 1: January 2017 Revision 2: 23 December 2025
Mandatory review date	December 2028
Policy owner unit	Division for Human Resources
Approval	Link to signed approval template

Policy for Employment of Retirees

I. Purpose

1. This policy outlines the conditions under which UNFPA may engage retired former United Nations staff members who are receiving a pension from the United Nations Joint Staff Pension Fund (UNJSPF). The policy aims to ensure that retirees are hired only when their expertise is essential for UNFPA's operations and that their engagement aligns with the organization's commitment to career development opportunities for existing staff members.

II. Policy

2. UNFPA recognizes that retired personnel continue to represent a valuable pool of experience and institutional memory. When engaged under this policy, their contributions are intended to strengthen organizational effectiveness and capacity while supporting knowledge continuity within the UNFPA workforce.

3. The Executive Director may approve employment of individuals who retired from the United Nations, under specific circumstances and conditions defined in this policy.

4. This policy outlines UNFPA's rationale for employing United Nations retirees, identifies control actions to mitigate potential risks related to the process, and establishes general conditions and appropriate usage of retirees.

General Conditions

5. Retired United Nations staff members contracted by UNFPA are subject to an annual earnings limit of USD 50,000[1] and limited to a maximum of six months of service per calendar year. This limitation applies to retirees who return to employment with a UNJSPF member organization and who do not again qualify for UNJSPF participation by virtue of the kind and length of their contract, i.e. the retiree is not employed under a staff appointment, or, if a staff appointment they are not on a contract of six months or longer or completing six months of employment on a series of consecutive contracts interrupted by not more than 30 days.

6. Retirees engaged as affiliate personnel, i.e. not a temporary or fixed-term appointment, may not be re-employed at a level higher than that at which they separated from the organization concerned, or be remunerated at a level higher than that at which regular staff are remunerated for the same function at the same duty station.

[1] The General Assembly Resolution 51/408 of 4 November 1996 provides that the permissible earnings for retired former staff in receipt of pension benefits should be limited to $22,000 annually. UNFPA raised the limit to $50,000 in keeping with the spirit of the resolution, adjusted for inflation.

Appropriate Usage of Retirees

7. UNFPA hiring offices must conduct a needs assessment to engage retirees.

8. Retirees may be engaged for needs that cannot be met by existing personnel or for time-bound assignments, in the following circumstances:

    a. Crisis or Emergency Situations: Additional skilled capacity with specific expertise is required urgently. Retirees offer rapid deployment options due to their familiarity with United Nations systems, processes, and networks.

    b. Cost-Effective Staffing Solutions: Retirees are suited for roles requiring temporary capacity, such as peak workload periods or on retainer. This enables flexible staffing while keeping core staffing levels efficient.

    c. Interim Coverage of Functions: Retirees can cover unexpected absences, such as extended sick leave, or temporarily fill vacant hard-to-recruit positions while actively searching for suitable candidates.

    d. Knowledge Transfer: Retirees can enable a smooth transition of valuable knowledge and experience during the on-boarding of a new staff member.

    e. Short-Term Talent Solutions: Retirees offer an available pool of experienced professionals, often willing to take on short-term assignments that may be less attractive to current staff or the external candidates.

9. Hiring retirees should not interfere with career progression or mobility for current UNFPA staff members. The six month maximum duration of employment allows UNFPA to meet immediate demands during the period of time when employment opportunities are advertised and a competitive selection process is completed.

10. The head of unit[2] is responsible for meeting all compliance requirements and for ensuring the approval and contracting process outlined below is followed.

[2] The head of unit refers to the representative, division director, regional or sub regional director, country representative or director, or head of office in countries without a UNFPA representative. This task can be undertaken by the delegated officer as appropriate.

III. Procedures

Compliance Requirements

11. ***Needs Assessment:*** The head of unit must conduct a needs assessment to confirm the necessity of contracting external personnel. A needs assessment form is available for this purpose.

12. ***Consultation with DHR:*** The head of unit of the hiring office must consult with their Human Resources Business Partner (HRBP) before initiating any engagement process for retirees to ensure all policy requirements are met.

13. ***Documentation of Justification:*** All hiring decisions involving retirees must be documented, clearly outlining the specific need. An electronic record of this documentation must be kept and made available for internal audit if needed. A documentation checklist is available for this purpose.

14. ***Compliance with mandatory security policies and procedures:*** Individuals required to work from UNFPA office premises or travel in conjunction with the performance of their functions are covered by the United Nations security policies and procedures and are required to comply with these during their contractual relationship with the organization.

Contracting

15. ***Offer Review and Monitoring:*** The hiring manager must ensure that the retiree's past and proposed period of employment during the same calendar year does not exceed the limits established by the United Nations General Assembly and UNFPA policies, i.e. does not exceed six months or result in combined earnings greater than USD 50,000. The hiring office is responsible for monitoring earnings limits and service duration throughout the contract period. An earnings disclosure form is available for this purpose. The HRBP is responsible for reviewing the employment duration and earnings disclosure form to verify compliance with established limits.

16. ***Engagement:*** The head of unit may engage retirees under the following contract modalities:

    a. Temporary Appointments. Retirees may be re-employed on a temporary appointment if they meet the position requirements and there is a compelling organizational need.
        i. The earnings limit applies for contracts up to the six months maximum.
        ii. The earnings limit does not apply to a retiree who has not reached the mandatory age of separation (65 years of age) and is hired under a temporary appointment for a period of six months or longer which again

qualifies the retiree for UNJSPF participation. This period is counted from the start of the contract, or upon extension of the contract. The retiree must be re-enrolled in the UNJSPF and their existing retirement benefit will be suspended effective the date of qualification for UNJSPF participation (in line with Article 40 of the Fund's Regulations).

iii. A three (3) month break in service applies when employing retirees under Temporary Appointments.

b. Local Service Contracts (LSCs). Retirees may be engaged under LSCs if they meet the required qualifications.
   i. The six months maximum engagement and the earnings limit apply.
   ii. A one (1) month break in service[3] applies when employing retirees under LSCs.

c. Individual Consultancies. Retirees may be engaged as individual consultants if they possess specialized expertise needed by UNFPA.
   i. The six months maximum engagement and the earnings limit applies.
   ii. No break in service is required.

17. ***Medical Clearance:*** Medical clearance ensures candidates and staff meet United Nations standards of physical and mental fitness for duty, considering factors like occupation, duty station conditions, and medical facilities.

a. Temporary Appointments: Temporary appointments up to three months may be allowed without medical clearance, with written notice and contingent on subsequent medical approval.

b. Local Service Contracts: Selected candidates must submit a medical certificate from a qualified physician certifying their fitness for the role, with examination costs reimbursed up to USD 350 by UNFPA. Additionally, LSC personnel may be required to undergo further medical examinations during their contract to ensure their continued capability to perform their duties.

c. Individual Consultancies: Only individual consultants whose assignment involves travel or who will provide services from UNFPA premises must submit a Health Statement for Individual Consultant from a recognized medical practitioner confirming they are medically fit for the assignment. UNFPA may reimburse reasonable medical costs related to the issuance of the health statement, consistent with the amount that would be reimbursable for a staff member.

[3] The break in service is from the date of retirement until the start of LSC.

18. ***Approval:*** The head of unit is responsible for ensuring the approval process outlined below is followed.
    a. The hiring manager must provide documentation to the local human resources focal point, detailing the operational need, planned scope, and duration of the assignment.
    b. The HRBP will review to verify that hiring a retiree is consistent with policy guidelines.
    c. The Executive Director retains approval authority. The Office of the Executive Director will communicate a decision to the hiring manager.

19. The procedures on selection for temporary appointments are available in the UNFPA policy "Personnel of UNFPA: Temporary Appointments: Staffing."

20. The procedures on selection for LSCs are available in the UNFPA "Policy and Procedures for Local Service Contracts" and DHR Process Note for Local Service Contracts.

21. The procedures on selection for individual consultancies are available in the "UNFPA Policy and Procedures for Contracting Individual Consultants."

22. ***Post-Contract Evaluation:*** At the end of each retiree's contract, the hiring manager should evaluate and document the effectiveness of the engagement, noting any lessons learned or recommendations for future hiring decisions. This evaluation should be shared with their HRBP for policy and planning purposes.

IV. Other

No other content available.

V. Process Overview Flowchart(s)

No overview flowchart available.

VI. Risk Control Matrix

Risk Description	First Line of Defense Controls			Second Line of Defense Controls		
	Control Activity Description	**Reference (Policy section, paragraph or Control #)**	**Who performs**	**Control Activity Description**	**Reference (Policy section, paragraph or Control #)**	**Who performs**
Non - Compliance with General Assembly (GA) resolution and UNFPA earnings limit presents a reputational risk for the organization.	Monitor retirees' service duration to ensure they are not required to re-enter UNJSPF.	Paragraph 15	Hiring Manager	Perform compliance review to validate adherence to GA resolution and UNFPA earnings limit	Paragraph 15	HRBP
The hiring of retirees may negatively affect career development opportunities for existing staff if not properly managed and monitored.	A needs assessment is conducted to confirm necessity of hiring external personnel.	Paragraphs 7, 11	Head of Unit	Review hiring documenta-tion to ensure the use of retiree is limited in time.	Paragraph 15	HRBPs

The organization increasingly engages retirees on contracts for affiliate personnel as a faster solution to filling hiring gaps. (Reputational Risk)	Document all hiring decisions involving retirees and clearly outline the specific need and justifying necessity of external personnel.	Paragraphs 10, 11, 13	Hiring Manager	Review documenta-tion for completeness and compliance	Paragraph 15	HRBPs