



1 October 2024

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## **Administrative instruction**

### **Performance Management and Development System**

The Under-Secretary-General for Management Strategy, Policy and Compliance, pursuant to section 4.2 of the Secretary-General's bulletin on procedures for the promulgation of administrative issuances ([ST/SGB/2009/4](#)), and for the purpose of updating the policies and procedures for performance management and development, pursuant to staff rule 1.4, promulgates the following:

#### **Section 1**

##### **Scope of application**

All staff members who hold appointments of at least one year (except for staff at the levels of Under-Secretary-General and Assistant Secretary-General, staff members who sign a senior manager's compact with the Secretary-General and staff performing the functions of Resident Coordinator) shall have their performance evaluated in accordance with the Performance Management and Development System. The present instruction does not apply to staff members holding temporary appointments, who may be evaluated under the provisions of the administrative instruction on the administration of temporary appointments ([ST/AI/2010/4/Rev.2](#)).

#### **Section 2**

##### **Purpose, roles and responsibilities**

2.1 The key goals of the Performance Management and Development System are to establish a framework that allows for the fair and equitable evaluation of the performance of staff members and to foster a culture of regular feedback.

2.2 Staff members, including first and second reporting officers, have a duty to fulfil their obligations and to be active participants in the development and assessment processes, as well as to fully comply with the procedures established herein. Heads of entities<sup>1</sup> have a duty to ensure that staff members fully comply with the obligation under staff rule 1.4 (c).

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<sup>1</sup> For the purposes of the present instruction, the term "heads of entities" follows the definition of "head of entity" set out in footnote 1 of the Secretary-General's bulletin [ST/SGB/2019/2](#) ("Delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules"), as may be amended or revised.



2.3 The purpose of the Performance Management and Development System is also to improve the delivery of programmes by optimizing individual performance at all levels, which it will achieve by:

(a) Promoting a culture of accountability and adherence to the standards of conduct of international civil servants;<sup>2</sup>

(b) Promoting a culture of high performance, personal and professional development and continuous learning;

(c) Empowering managers and holding them responsible and accountable for managing their staff;

(d) Encouraging a high level of staff participation in the planning, delivery and evaluation of work;

(e) Recognizing successful performance and addressing underperformance fairly and equitably.

2.4 The function of the Performance Management and Development System is to promote communication between staff members and supervisors throughout the performance management and development cycle, including on the goals and key results to be achieved and the success criteria by which individual performance will be assessed. The Performance Management and Development System enables a culture that promotes continuous learning and personal and professional development, recognizes successful performance and addresses performance shortcomings.

2.5 In the performance of their functions, staff members are expected to demonstrate the values and behaviours of the Organization, which will be considered in the evaluation of the staff member's performance.<sup>3</sup>

2.6 The Performance Management and Development System is supported by an electronic application that captures the main stages of the performance process, namely the workplan and the end-of-cycle performance review. The application also acts as a reporting tool that provides key metrics in support of the performance management and development cycle.

### **Section 3**

#### **Performance management and development cycle**

3.1 The performance management and development cycle should normally be 12 months, beginning on 1 April of each year and ending on 31 March of the following year. However, as provided in sections 3.2 and 3.3, the performance period may be shorter or longer than the 12-month cycle, normally no less than 6 months or longer than 18 months.

3.2 When a staff member takes up new duties upon recruitment, transfer or assignment in the course of the cycle, an individual workplan should normally be established within the first two months of assumption of the new functions. If a staff member has worked with an entity for less than six months during the cycle, no performance document is required to be completed.

3.3 Upon a staff member's separation from service, or when a staff member takes up new duties upon reassignment or transfer, the performance document shall be

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<sup>2</sup> This includes the values, principles and standards applicable to international civil servants set out in the "Standards of conduct for the international civil service", the Staff Regulations and Rules of the United Nations and the Secretary-General's bulletin on the United Nations Values and Behaviours Framework ([ST/SGB/2024/4](#)).

<sup>3</sup> [ST/SGB/2024/4](#).

completed by the staff member and his or her supervisor for the period between the beginning of the performance period and the date of reassignment, transfer or separation. If the staff member performs the same functions but serves under successive supervisors during the year, the supervisor of the staff member at the time at which the cycle ends shall complete the end-of-cycle evaluation, and prior supervisors should be consulted or, if applicable, act as additional supervisors for the relevant workplan goals.

3.4 To ensure the timely completion of the performance document, if supervisors separate from the United Nations, it is their responsibility to complete the Performance Management and Development System duties required of them before the date of separation. Separation procedures and the processing of final entitlements of supervisors may be delayed until any duties relating to the evaluations for which they are responsible are completed.

## **Section 4**

### **Staff members**

4.1 All staff members shall fulfil their responsibilities under the Performance Management and Development System. Staff members are responsible for:

- (a) Understanding the larger organizational goals;
- (b) Soliciting clarification on individual performance expectations;
- (c) Participating in a dialogue with the first reporting officer to facilitate the development and finalization of the individual workplan;
- (d) Maintaining milestone discussions during the reporting period. Milestone discussions occur at a frequency agreed upon at the start of the cycle and are documented by the first reporting officer;
- (e) Participating in performance conversations with the first reporting officer on recognition of good performance, identifying areas for further development and addressing shortcomings, if any, at the time at which they arise. Performance conversations are not necessarily documented and should occur, as needed, including outside the regular intervals set initially for milestone discussions;
- (f) Taking steps to complete each stage of the process for which they are responsible without delay;
- (g) Accepting or declining the invitation to participate in multi-rater or 360-degree feedback evaluations in accordance with section 8.4, if invited to do so;
- (h) Preparing and uploading the workplan. Any disagreement between the staff member and the first reporting officer may be resolved by the second reporting officer in accordance with section 5.4. If the staff member does not take the required action in time to submit a workplan for the cycle, the first reporting officer may upload a final workplan to the system.

4.2 Non-compliance with the terms of the present instruction by a staff member should be documented in the individual performance document and reflected in the overall rating.

## **Section 5**

### **Reporting officers and additional supervisors**

5.1 A first reporting officer shall be designated for each staff member at the beginning of the performance management and development cycle. The first reporting officer is responsible for:

(a) Developing the workplan with the staff member, and ensuring that the most relevant behaviours are reflected therein;

(b) Conducting milestone discussions at a frequency agreed upon at the start of the cycle, and recognizing good performance and any shortcomings as they become apparent at any time during the cycle, as appropriate, in performance conversations outside the regular intervals set initially for the milestone discussions;

(c) Conducting and documenting the final evaluation;

(d) Advising, supporting and coaching the staff member on professional development and in the development of a personal and professional development plan;

(e) Developing a performance improvement plan in consultation with the staff member in the case of performance shortcomings or underperformance, as applicable;

(f) Ensuring that the performance documents of their supervisees are completed in accordance with the prescribed procedures.

5.2 The first reporting officer should normally be the supervisor of the staff member. However, under exceptional circumstances, heads of entities may approve, when warranted, a first reporting officer who is not the staff member's supervisor, but who is in a position to fulfil the roles and responsibilities of a first reporting officer as outlined in the present instruction.

5.3 Up to two additional supervisors may be designated when a staff member works for more than one supervisor more than 25 per cent of the time or on assignments of at least 30 working days, provided that such arrangements are put into place with the agreement of the first reporting officer at the workplanning stage, at the beginning of the additional assignment or when the staff member's supervisor changes during the cycle.

5.4 The second reporting officer, who should normally be the first reporting officer's supervisor or the equivalent, is responsible for:

(a) Ensuring that the first reporting officer understands and applies the principles and procedures of the Performance Management and Development System;

(b) Holding the first reporting officer accountable for developing, in a timely manner, together with their staff, workplans with fair, realistic and consistent performance expectations and ensuring linkages between the priorities of the entity and the work unit with the individual workplans;

(c) Holding the first reporting officer accountable for the timely completion of the staff member's end-of-cycle evaluation;

(d) Providing regular feedback on and evaluating the first reporting officer's ability to manage and support the performance of his or her supervisees;

(e) Resolving disagreements between the staff member and the first reporting officer in the implementation of the Performance Management and Development System;

(f) Overseeing the establishment and implementation of a performance improvement plan in case of performance shortcomings or underperformance, as provided for in section 10 of the present instruction.

5.5 Second reporting officers also have the broader responsibility of ensuring that the Performance Management and Development System is consistently and fairly applied across work units by all first reporting officers who report to them. The second reporting officer should ensure fairness and consistency throughout the cycle, in

particular when defining performance expectations and communicating performance standards. The second reporting officer should ensure that:

- (a) There is consistency between the comments on and the overall rating of individual staff members for a given performance management and development cycle;
- (b) Ratings and comments given are factually sound, free of bias, constructive and consistent;
- (c) The first reporting officer and the staff member have reflected the most relevant behaviours in the workplan.

5.6 The second reporting officer shall oversee the multi-rater or 360-degree feedback evaluations.

5.7 A staff member normally has one second reporting officer at any given time in the reporting cycle. The first reporting officer and the second reporting officer should not be the same person. However, under exceptional circumstances and after consultation with the staff member, there may be only one reporting officer when it is not possible to identify two different individuals to be the first and second reporting officers.

5.8 Non-compliance with the terms of the present instruction by first or second reporting officers should be documented in their performance documents and be reflected in their overall ratings. To this effect, their workplans should include a goal for timely implementation of and compliance with the Performance Management and Development System.

## **Section 6**

### **Priorities of the entity, and work unit and individual plans**

6.1 Programmatic mandates of heads of entities are translated into the workplans of work units in accordance with each entity's structure. Work unit plans are developed in consultation with staff members concerned on an annual basis, depending on the needs of the entity, and are regularly reviewed by the first and second reporting officers to ensure that the plans remain relevant and achievable. Heads of entities are responsible for ensuring that managers and staff fully understand what is expected of them for the reporting period and how those individual expectations fit into the wider mandates of the entity.

### **Individual plans**

6.2 At the beginning of the cycle, supervisors should meet with the staff to ensure that the objectives of the work unit are understood and that individual workplans are prepared. Supervisors may meet with their staff either as a group or individually.

6.3 First reporting officers shall work with the staff members whom they supervise on the development of the staff member's individual workplan for the cycle. The workplanning stage includes establishing individual performance evaluation criteria by setting goals, key results and achievements, reflecting the most relevant behaviours as they relate to those goals, key results and achievements and formulating a personal and professional development plan, as follows:

- (a) Workplan: upon the conclusion of the dialogue and agreement by the first reporting officer, the staff member revises, if necessary, and submits the final workplan to the first reporting officer. The format of the workplan may vary depending on the functions of the staff member, but should include results-oriented elements, such as goals, key results and achievements. Where applicable, the workplan should include the input from the multi-rater or 360-degree feedback

received during the prior cycle. When more than one staff member performs similar functions, performance expectations may be collectively developed while allowing for individual variations, where appropriate;

(b) Personal and professional development plan: every staff member is expected to complete a development plan. Staff members may indicate areas that they wish to develop and further strengthen and career aspirations for future assignments.

## **Section 7**

### **Performance conversations and milestone discussions**

7.1 During the year, the first reporting officer and the staff member should have ongoing performance conversations, whether verbally or in writing, which should be used to acknowledge good performance and address any shortcomings.

7.2 The first reporting officer should conduct milestone discussions at intervals agreed upon with the staff member at the start of the cycle. Such discussions should include progress made and an explanation of any updates to the workplan goals, key results and achievements. The milestone discussions provide an opportunity to recognize high performance and discuss and document performance shortcomings as applicable. They also provide an opportunity to discuss how the values and behaviours have been demonstrated. Documentation of the milestone discussions is the responsibility of the first reporting officer.

## **Section 8**

### **End-of-cycle performance review**

8.1 After the end of the performance management and development cycle, the first reporting officer and the staff member shall meet, by electronic means, if necessary, to discuss the staff member's overall performance during the cycle. The meeting should be held within three months after the end of the cycle.

8.2 Before the end-of-cycle evaluation between the first reporting officer and the staff member, the staff member is encouraged to conduct an appraisal of the manner in which he or she implemented the workplan defined at the beginning of the cycle.

8.3 The first reporting officer shall evaluate the extent to which the staff member achieved the goals, key results and achievements set out in the workplan. The first reporting officer shall also consider and comment on the manner in which the staff member demonstrated the values and behaviours. The first reporting officer may comment on the staff member's self-appraisal during the evaluation of the staff member. The first reporting officer may also share their intended rating and comments as a basis for the end-of-cycle conversation. First reporting officers are encouraged to discuss the career aspirations of staff during the end-of-cycle review. An overall rating of the staff member's performance shall be given by the first reporting officer pursuant to section 9.

8.4 Staff with managerial or supervisory responsibilities may participate in the electronic multi-rater or 360-degree feedback evaluation. Such assessments will be progressively rolled out and expanded to include feedback from peers and supervisors. The first reporting officer shall take into account the 360-degree feedback, as well as input from additional supervisors designated in accordance with section 5.3.

8.5 The second reporting officer shall review and endorse, as appropriate, the evaluation of the first reporting officer, in accordance with his or her role as described in sections 5.4 and 5.5. Should the second reporting officer have queries or concerns regarding the application of the Performance Management and Development System,

they should be discussed with the first reporting officer to ensure an overall consistent performance document.

8.6 All parties should electronically sign or acknowledge the completed performance document. The electronic signature of the staff member constitutes an acknowledgement that the performance review has been conducted. It does not indicate that the staff member is in agreement with the evaluation. The rebuttal process outlined in section 14 cannot be initiated unless the staff member has signed off on the finalized evaluation. A performance document submitted for electronic signature to a staff member that the staff member does not sign is considered to be signed by the staff member after 14 calendar days of its receipt by the staff member. A staff member who does not sign the performance document shall be so notified, and the period of 14 calendar days for the submission of a rebuttal statement by the staff member, pursuant to section 14.1, shall begin as of the date of such notification to the staff member.

## **Section 9**

### **Rating system**

#### **Overall performance rating**

9.1 Staff may be given one of the following four overall ratings:

- (a) Exceeds performance expectations;
- (b) Successfully meets performance expectations;
- (c) Partially meets performance expectations;
- (d) Does not meet performance expectations.

9.2 A rating of “exceeds performance expectations” should be considered in cases in which the staff member has surpassed the defined success criteria and/or performance expectations for the majority of the goals, key results and achievements, has continually gone beyond expectations or has significantly surpassed success criteria and/or performance expectations in quantity and quality during the cycle, including demonstrating the values and behaviours, as applicable.

9.3 A rating of “successfully meets performance expectations” should be considered in cases in which the staff member has fully achieved the defined success criteria and/or performance expectations for the majority of the goals, key results and achievements during the cycle, including in demonstrating the values and behaviours, as applicable.

9.4 The ratings of “exceeds performance expectations” and “successfully meets performance expectations” establish full satisfaction with the work performed and justify awarding a salary increment in accordance with section 15. The ratings shall be so viewed when staff members are considered for selection for a position without prejudice to the discretionary authority of the Secretary-General to appoint staff members.

9.5 A rating of “partially meets performance expectations” should be considered if the staff member did not meet the defined success criteria and/or performance expectations for some of the goals, key results and achievements, including not demonstrating the values and behaviours, as applicable, but demonstrates potential for and a commitment to developing and applying the required skills.

9.6 A rating of “does not meet performance expectations” should be considered if the staff member did not meet the defined success criteria or performance expectations for the majority of the goals, key results and achievements, including

not demonstrating the values and behaviours, as applicable, and demonstrates an inability to develop and apply the required skills or a lack of commitment thereto.

9.7 A rating of “partially meets performance expectations” or “does not meet performance expectations” indicates the existence of performance shortcomings.

## **Section 10**

### **Identifying and addressing performance shortcomings and unsatisfactory performance**

10.1 During the performance cycle, the first reporting officer should continually evaluate performance. When a performance shortcoming is identified during the performance cycle, the first reporting officer, in consultation with the second reporting officer, should inform the staff member and proactively assist the staff member in remedying the shortcoming. Remedial measures may include additional training, counselling, the institution of a time-bound performance improvement plan or assignment to other suitable functions.

10.2 A performance improvement plan is a written instrument prepared by the first reporting officer that defines clear and measurable improvement targets for the staff member and includes a provision for coaching and supervision by the first reporting officer in conjunction with regular performance conversations. It does not require the acceptance or consent of the staff member. The performance improvement plan should be in line with the individual workplan and consulted with the staff member and the second reporting officer. The first reporting officer shall provide the performance improvement plan to the second reporting officer and the staff member.

10.3 The performance improvement plan is for a minimum of three months and may cover up to a six-month period. The performance improvement plan should not carry over into the next performance cycle. In the event that the performance cycle is set to end before the end of the period of the performance improvement plan, the actual performance cycle period should normally be extended for the duration necessary for the completion of the performance improvement plan.

10.4 If at the end of the performance cycle, performance is appraised overall as “partially meets performance expectations”, then a written performance improvement plan shall be prepared by the first reporting officer. However, a performance improvement plan is not required, pursuant to section 10.6, in cases where the decision has been taken to not renew the staff member’s fixed-term appointment on the basis of a “partially meets performance expectations” rating.

10.5 If the performance shortcoming was not rectified following the remedial measures indicated in section 10.1, a number of administrative actions may ensue, including the withholding of a within-grade salary increment pursuant to section 15, the non-renewal of an appointment or the termination of an appointment for unsatisfactory service in accordance with staff regulation 9.3.

10.6 Should unsatisfactory performance be the basis for a decision for non-renewal of a fixed-term appointment, the staff member must have been made aware of the performance shortcomings and been given an opportunity to improve the performance prior to the rating of “partially meets performance expectations” or “does not meet performance expectations”. A performance improvement plan is not required before designating an overall negative rating, nor is it required for non-renewal of appointment.

10.7 Should unsatisfactory performance be the basis for termination of appointment, the performance must be appraised as “does not meet performance expectations” and a performance improvement plan must have been initiated no less than three months



before the end of the performance cycle, as extended pursuant to section 10.3, if applicable.

## **Section 11**

### **Implementation and monitoring by heads of entities**

11.1 Heads of entities are responsible for the implementation of the Performance Management and Development System.

11.2 Primary responsibility for the timely execution of, overall compliance with and consistent and fair implementation of the Performance Management and Development System rests with the heads of entities, who should promote communication between staff members and their supervisors, encourage regular feedback through performance conversations and milestone discussions and ensure that any change in the mandate or priorities of the entity is communicated to staff.

11.3 The heads of entities are responsible for compliance with, and consistency and fairness in the implementation (including ratings) of, the Performance Management and Development System and the provision of other relevant data by no later than 30 June of each year. The local human resources office of each entity should ensure that completed individual official records are maintained.

11.4 The heads of entities shall hold all managers and supervisors accountable for the effective use of the Performance Management and Development System throughout all stages of the process and shall provide advice and recommendations, where warranted. The head of entity should ensure that the entity's priorities are communicated to all staff members of the entity. The heads of entities may also establish performance standards for their respective entity as the basis for individual success criteria.

11.5 One of the functions of the senior management team of each entity should be to assist the heads of entities in establishing a performance management and development strategy for their entity and its implementation, as outlined in section 11.1.

11.6 At least once a year, the senior management team of each entity should devote a meeting to performance management and development. At that meeting, the team should review staff development and career support needs in the light of strategic human resources management issues for the entity, including training and succession management. The team may also provide guidance on recognition of successful performance and on addressing performance shortcomings at the entity level.

## **Section 12**

### **Monitoring and Review**

12.1 The implementation of the Performance Management and Development System should be monitored at the entity level in consultation with the staff representatives or the staff-management body, as applicable.

12.2 At the Secretariat-wide level, the Staff-Management Committee<sup>4</sup> will include the Performance Management and Development System on its agenda at least twice in the course of the year.

## **Section 13**

### **Rebuttal panels**

13.1 In consultation with the staff representatives of the entity concerned, the head of the relevant entity or their representative shall draw up a comprehensive list of

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<sup>4</sup> See the Secretary-General's bulletin on the Staff-Management Committee ([ST/SGB/2011/6/Rev.1](#)).

rebuttal panel members composed of three groups of staff members from the entity concerned, in equal numbers. The list should be composed as follows:

- (a) Rebuttal panel members designated by the head of entity;
- (b) Rebuttal panel members designated by the staff representatives of the entity in accordance with local practice of the relevant duty station;
- (c) Rebuttal panel Chairs selected by the head of entity after consultation with the staff representatives of the entity concerned.

The approved list, subdivided as indicated above, shall normally comprise nine individuals. However, if an entity determines that a larger membership pool is needed, it may expand the membership by adding one or more members to each of the groups specified above. Every effort shall be made to ensure a diverse and inclusive list. Members must have adequate knowledge and the experience required to review the appraisal and its rating. The head of entity will inform the staff in writing of the composition of the approved list.

13.2 Where it is not possible to constitute a list from among the staff members of a given entity, the approved list may include staff members from other Secretariat entities.

13.3 Rebuttal panel members shall serve for a two-year term. Should a member of the rebuttal panel be assigned to functions outside the entity concerned, the panel member shall be replaced in accordance with the procedure relevant to the group to which the rebuttal panel member belongs. The heads of entities should ensure that rebuttal panel members are given adequate time to complete rebuttal cases.

#### **Section 14**

##### **Rebuttal process**

14.1 Staff members who disagree with a “partially meets performance expectations” or a “does not meet performance expectations” rating received at the end of the performance cycle may, within 14 calendar days of signing the completed performance document, submit to the relevant local human resources office a written rebuttal statement setting forth briefly the specific reasons that a higher overall rating should have been received. Staff members who have received the rating of “exceeds performance expectations” or “successfully meets performance expectations” cannot initiate a rebuttal.

14.2 The rebuttal statement shall contain the names of the three individuals, one from each of the three groups identified in section 13.1, whom the staff member has selected to serve on the rebuttal panel, each of whose grade is equal to or higher than that of the reporting officer who assigned the overall rating that is being rebutted.

14.3 After receiving a copy of the rebuttal statement, the heads of entities or their representative shall, within 14 calendar days, prepare and submit to the rebuttal panel a brief written statement in reply to the rebuttal statement submitted by the staff member. A copy of the reply to the rebuttal statement shall be given to the staff member. The panel shall interview the staff member, the first and second reporting officers and, at the discretion of the panel, other individuals who may have information relevant to the review of the appraisal rating.

14.4 The rebuttal panel should aim to complete its review and prepare a brief report within 14 calendar days of the date of the receipt of the reply of the administration to the staff member’s rebuttal statement, setting forth the reasons that the original rating should or should not be maintained, or within 14 calendar days of the date of completion of the interviews referred to in section 14.3, if applicable, whichever is later. In the event that an overall rating should not be maintained, the rebuttal panel

should designate the new rating on the performance evaluation. The report of the rebuttal panel is placed in the staff member's official status file as an attachment to the completed performance document. If a rebuttal panel changes the rating that the staff member received at the end of the performance cycle, the new rating shall be updated and the comments of the first reporting officer and the second reporting officer shall be deleted in the electronic system. Further, any change in the final rating, as well as the date of the change, is communicated to the local human resources office, with an annotation that the rating was changed as a result of the performance management rating rebuttal and including the final rating designated by the rebuttal panel.

14.5 The performance rating resulting from the rebuttal process is binding on the head of entity and on the staff member concerned.

14.6 Should unsatisfactory performance be the basis for a decision of non-renewal of a fixed-term appointment, and should the appointment expire before the end of the rebuttal process, the appointment should be renewed for the duration necessary for the completion of the rebuttal process.

14.7 The rating resulting from an evaluation that has not been rebutted is final and not subject to appeal. However, administrative decisions that stem from any final performance appraisal and that affect the conditions of service of a staff member may be resolved through informal or formal justice mechanisms.

## **Section 15**

### **Performance Management and Development System and salary increments**

15.1 Under staff rule 3.2 (a), the granting of salary increments is subject to the satisfactory performance and conduct of staff members as evaluated by their supervisors, unless otherwise decided by the Secretary-General in any particular case.

15.2 The following overall performance ratings, as specified in section 9, justify awarding a salary increment:

- Exceeds performance expectations
- Successfully meets performance expectations

15.3 The following overall performance ratings, as specified in section 9, justify not awarding a salary increment:

- Partially meets performance expectations
- Does not meet performance expectations

15.4 If a staff member's performance improves following the completion of a performance improvement plan, the staff member shall be awarded the salary increment with effect from the date of successful completion of the performance improvement plan.

15.5 Should the Performance Management and Development System rating on the basis of which a salary increment has been withheld be upgraded at a later stage as a result of the rebuttal process described in section 14, and should the new rating justify the salary increment, the increment shall be awarded and made effective as from the date on which it would otherwise have been applied.

## **Section 16**

### **Performance Management and Development System e-forms, learning materials and guidelines**

16.1 The Performance Management and Development System e-forms, learning materials and guidelines are available to staff members on the intranet and through

their relevant local human resources office. They should be updated continually on the basis of best practices and evolving jurisprudence. Formal courses should be provided at least every three years to update and consolidate staff knowledge of the Performance Management and Development System. All entities should appoint performance management focal points to provide assistance and guidance, as required.

16.2 The Performance Management and Development System learning materials and guidelines are intended solely for general guidance and information. Should there be any inconsistency between the guidelines and the text of the present instruction, the provisions of the present instruction shall prevail.

## **Section 17**

### **Entry into force and transitory provisions**

17.1 The present instruction shall enter into force on 1 October 2024.

17.2 For performance documents created prior to the entry into force of the present instruction, the performance evaluation shall be conducted and completed in accordance with the procedures described in [ST/AI/2021/4](#). For performance documents created after the entry into force of the present instruction, the present instruction supersedes [ST/AI/2021/4](#).

*(Signed)* Catherine **Pollard**  
Under-Secretary-General for Management Strategy, Policy and Compliance

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