

Table of Contents

Recommendations	5
List of Abbreviations	15
Part 1 General Theoretics	19
I. The formation of the UN and its personnel structure	20
II. Comparing the state and international public sector	29
III. Sources of law	37
1. General introduction of the sources of law	39
2. International organizational internal law as an independent area of law	40
3. Internal sources of law in the UN	41
4. Scope of the Staff Regulations and Rules of the United Nations	47
4.1. Personal scope	49
4.2. Territorial scope	50
4.3. Temporal scope	50
4.4. Material scope	51
5. Other sources of labor law in international organizations: Judicial law	53
IV. Personnel policy in the light of organizational sociology	56
1. Organizational culture and organizational management in the public sector	58
1.1. The manifestation of public service in organizational culture	60
1.2. The challenges of public service organizational management	62
1.2.1. <i>Organizational strategic planning</i>	64
1.2.2. <i>Organizational structure in line with the strategic objectives</i>	67
1.2.3. <i>Organizational taxonomy</i>	69
1.2.4. <i>Organizational governance styles</i>	70
1.2.5. <i>The role of staff in the functioning of the organization</i>	72
1.3. Focus on employer branding	73
2. Organizational psychology in the civil service	75
Summary	79

Part 2 The Creation, Modification, Amendment, Termination, and Content of a Civil Servant's Employment	81
I. Appointment and amendment	82
1. General overview	82
2. Types of employment relationships in the public sector	89
2.1. Classification of posts	89
2.2. Appointment and promotion	92
3. The deed of appointment	93
3.1. The concept and legal nature of the Letter of Appointment	93
3.2. Mandatory content of the Letter of Appointment.	94
3.3. Necessary requirements for the creation of the mandate.	95
4. Types of appointment	96
4.1. Short-term appointment	97
4.2. Fixed-term assignment.	101
4.3. Assignment for continuous service/Permanent appointment	102
5. The procedure prior to the establishment of a civil service relationship: the competitive examination	104
6. Establishing the legal relationship	107
7. Personal conditions of appointment.	108
7.1. Geographical distribution	109
7.2. Officials of locally recruited posts	109
7.3. Officials of positions with international recruitment.	110
7.4. Achieving gender parity	111
8. Opportunities for re-employment within the organization, internal applications	115
9. Basic principles of employment within the organization: Ethical princi- ples and basic rights and obligations	116
10. Modification of appointment	120
II. Working time and rest periods	122
1. Possible forms of working time.	122
1.1. Flexible working hours in the civil service.	125
1.2. Effects of flexible working arrangements in the civil service.	129
1.3. Regulation of overtime	131
2. The concept and types of rest periods	133
3. The concept and forms of leave	134
3.1. Annual leave.	137
3.2. Home leave	138
3.3. Special leave.	140
3.3.1. <i>Family leave</i>	141
3.3.2. <i>Maternity and parental leave</i>	142
3.3.3. <i>Active voluntary military service</i>	144
3.3.4. <i>Rest and Recuperation (R&R leave)</i>	145
3.3.5. <i>Study leave</i>	147

III. Remuneration and other benefits	149
1. Salary scales	149
2. Special allowances	151
3. Salary increase	153
4. Mobility incentive package	154
4.1. Mobility incentive and hardship allowance	155
4.2. Children's education grant	156
5. Exceptional job aid	157
6. Other benefits	158
6.1. Overtime compensation and night differential	158
6.2. Repatriation grant	159
6.3. Recruitment incentive	160
7. Social security and related benefits	160
7.1. Participation in the UN Joint Staff Pension Fund	161
7.2. Health promotion programs	163
7.3. Compensation for damages arising from employment	165
7.4. Secondment and relocation expenses	167
7.4.1. <i>Posting</i>	167
7.4.2. <i>Settling-in grant</i>	168
IV. Fundamental rights and obligations; liability system and disciplinary measures	169
1. Basic rights and obligations of officials	170
1.1. The role of judicial practice in determining fundamental rights and obligations	172
1.1.1. <i>Freedom of Speech: The Crawford Case (1953)</i>	173
1.1.2. <i>Equal Treatment Requirement: The Oglesby Case (2019)</i>	174
1.1.3. <i>Non-retroactivity and protection of acquired rights: Lloret Alcañiz et al. (2018)</i>	174
1.1.4. <i>Right to a fair trial: The case of Subramanian et al. (2016)</i>	176
1.2. Performance of officials	177
1.2.1. <i>Internal training</i>	179
1.3. Obligation to provide information	181
1.4. Other rights and obligations	182
1.5. Privileges and Immunity	183
2. Disciplinary measures	184
2.1. Breach of duties	187
2.2. The disciplinary procedure	189
2.2.1. <i>Obligation to report information about suspected unsatisfactory conduct</i>	191
2.2.2. <i>Preliminary assessment of the information about unsatisfactory conduct</i>	192
2.2.3. <i>Investigation</i>	193
2.2.4. <i>Disciplinary procedure</i>	194
2.2.5. <i>The outcome of the procedure</i>	195

2.3. Adverse legal consequences that may be imposed	196
2.3.1. <i>Disciplinary sanctions</i>	196
2.3.2. <i>Other measures</i>	197
2.4. Case law	198
V. Termination of employment	203
1. The system of termination of assignment.	204
1.1. Resignation	208
1.2. Abandonment of post	210
1.3. Expiration of appointment	211
1.4. Retirement	214
1.5. Dismissal	215
2. Procedure in case of termination of the mandate	216
2.1. Resignation and notice period	217
2.2. Severance pay	217
2.3. Commutation of accrued annual leave	218
2.4. Employer certificate	219
3. Restrictions after the termination of the legal relationship.	220
Summary	222
Part 3 Labor Relations and Dispute Settlement	231
I. Labor relations	232
1. Social dialog within the organization of the UN	232
2. Staff representation in the organization	234
3. Joint staff-management machinery	237
3.1. Staff-management Committee	237
3.1.1. <i>Contact Group</i>	238
3.1.2. <i>Working groups</i>	238
3.1.3. <i>Staff-management Committee and its agreements</i>	239
3.2. Joint Negotiating Committee	239
3.2.1. <i>Joint Negotiating Committee at headquarters</i>	240
3.2.2. <i>Joint Negotiating Committee for field services</i>	240
4. Representation in practice	241
II. Forms of dispute settlement.	245
1. Informal dispute resolution in general	245
1.1. Bottom-up dispute resolution	250
1.2. Informal conflict resolution in the civil service	253
1.3. Mandatory negotiation as a first step to conflict resolution.	256
2. Alternative solutions in UN dispute settlement practice	257
2.1. The Ombudsman's Office	259
2.2. The Mediation Service	261

3. Disputes before a specialized court	261
3.1. Structure of the UN internal justice system	266
3.2. The UN formal dispute settlement mechanism	267
3.2.1. <i>Management evaluation</i>	268
3.2.2. <i>Suspensive effect.</i>	269
3.2.3. <i>The court of first instance (UNDT)</i>	270
3.2.4. <i>The United Nations Appeal Tribunal (UNAT)</i>	270
Summary	272
Conclusion	275
Tables And Figures	283
Bibliography	285
Literature	285
Acts, rules and regulations, other legal sources	313