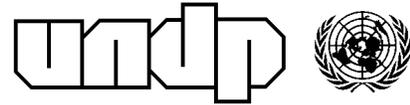


**United Nations Development Programme**

Sustainable human development



**UNDP/ADM/95/19**  
**8 February 1995**

To: UNDP Country Offices

From: Robin Kinloch  
Director  
Division of Personnel

Subject: **Decentralization of Leave Management to the Field**

1. The efficient management of the entitlement to annual and sick leave is one of the many tasks involved in the effective management of human resources. Managing leave properly helps to ensure the sound coverage of the unit's responsibilities and it allows the fair application of a fundamental staff entitlement. The maintenance of attendance records by means of the "Monthly Leave Report" (Form P.304) constitutes an important part of the leave management responsibility.

2. In light of our common goal to streamline processes and procedures, it has been decided to further decentralize the maintenance of leave records to the country offices. This means that the process will be simplified to enable each country office to reduce the number of steps involved to complete the leave management process, and to facilitate an efficient method for both HQ and the country offices to have ready access to up-to-date information. DOP's role in the future will be to co-ordinate and monitor the administration of attendance records, and to provide customer service for questions or problems. Overall, it is hoped that speed and transparency will be improved using this decentralized leave management process.

3. The provisions of this circular relate specifically to the leave management in respect of internationally-recruited staff. As far as national staff are concerned, leave management is already fully decentralized to country offices (Personnel Manual Section 10402 refers).

4. Specific procedures, appropriate forms, and some examples are provided in the attachment to this circular.

5. Resident Representatives should ensure that those in charge of the administration and the leave monitor(s) in the office are informed, and that they strictly comply with the details of the new procedure in order to ensure a smooth transition of responsibility from DOP to the country offices. This delegation of authority places the management as well as the auditing of attendance records with the country offices.

6. The measures described in this circular take immediate effect.

## **Annex I (Decentralized Leave Management Process)**

### **I. INITIAL APPOINTMENTS**

For newly-appointed internationally-recruited staff, Resident Representatives are required to establish the Attendance Record Card (P.302), which indicates the international staff member's date of entry on duty, leave entitlement for the initial period of service, among other information. Resident Representatives are also required to send by cable, facsimile, or E-mail the pertinent information to the respective Personnel Officer in Administration Section, DOP at Headquarters (HQ). Based on this information, DOP will issue the Personnel Action Form (P.5), a copy of which will be forwarded to the country office.

The following information are required to establish the staff member's EOD:

- 1) departure date from home country or place of recruitment,
- 2) arrival date at duty station, and
- 3) number of days for actual travel time. The information on the staff member's date of entry on duty (EOD) transmitted to DOP should already have accounted for the authorized travel time from the home country or place of recruitment to the duty station. Calculation of travel time is based on the staff member's actual travel time via the most direct and economical route, which may later be verified with the settled initial appointment travel claim F.10 (voucher for reimbursement of expenses). All appointees are normally expected to report for duty on the first working day after arrival at the duty station, barring managerial, personal or external exigencies. If no official travel is involved, the effective date of appointment is the date the staff member reports for duty.

For the initial month of appointment under the 100 or 200 series of S.R., leave entitlement shall be computed as follows: a) if the staff member's EOD is the 1st day of the month, the entitlement is 2.5 days, b) if EOD is the 2nd up to and including the 16th of the month, the entitlement is 2 days, and c) if EOD is the 17th or later, the entitlement is 1 day.

The above procedure also applies for staff members secondment/loan/transfer to UNDP from another organization of the U.N. Common System. If one of the latter cases occurs, DOP will transmit the staff member's leave balance to the Resident Representative based on the attendance records submitted to UNDP by the releasing organization. The country offices will then be responsible for establishing the staff member's initial attendance records in UNDP.

### **II. REASSIGNMENTS**

For personnel who are already serving in the field, DOP will communicate in writing to the Resident Representative, through a standard text established by DOP, the staff member's reassignment to a new duty station. Resident Representatives must ensure that the complete and updated attendance records are sent to the new duty station within five

(5) working days after the staff member has departed from the releasing duty station.

Prior to the staff member's departure on reassignment, the Attendance Record Cards (Form P.302) and all Monthly Leave Reports (Form P.304) are signed by the staff member to confirm his/her agreement with the annual leave balance and the total sick leave days taken as of the last day of duty in the releasing office. The Resident Representative is responsible for forwarding the staff member's complete updated attendance records for the last five years (including the last year of service at the releasing duty station), together with all attachments, to the receiving duty station using a standard cover letter established for the purpose. Copies of the attendance records should be maintained at the releasing duty station until the receiving duty station acknowledges receipt of the staff member's leave records. The releasing country office may discard the accumulated attendance records in excess of five years.

The effective date of reassignment is the date the staff member arrives at the duty station. Since the calculation of travel time is based on the staff member's authorized travel time (indicated in the settled reassignment travel claim F.10) via the most direct and economical route, the receiving duty station should, therefore, calculate the staff member's authorized travel time and record it on the staff member's attendance record card.

The above procedure also applies for staff members reassigned from the field to HQ, except that, instead of Annex VI, a standard text pertaining to the staff member's reassignment from the field to HQ should be used. In addition, the completed original "Certificate of Annual Leave Balance (for field staff reassigned to HQ)" will be submitted by the staff member to his/her leave monitor at HQ.

For reassignments from HQ to the field, the Resident Representative shall obtain from the staff member the completed original "Certificate of Annual Leave Balance (for staff members at HQ reassigned to the field)," which will become the basis for opening the staff member's attendance records file to cover the period of assignment in the field. The accumulated leave records within a five-year period will be forwarded to the country office under cover of a standard text. Due to the recent automation and decentralization of leave management from DOP to the respective units at HQ, this certificate replaces form P.302, which DOP forwarded to the country office in cases of reassignments in the past.

Due to the necessity of the previous years' records, especially for the calculation of extended sick leave entitlement, DOP will forward in due course the complete updated attendance records file of staff members for the past five years (i.e., from 1990 to 1994), together with all attachments, to their respective duty station.

The above-mentioned procedures are also applicable to staff members on detail or temporary assignment within UNDP. However, the staff members' attendance records file should be retained at the releasing duty station if the detail or temporary assignment is less than six(6) months. At the end of detail or temporary assignment, all Monthly Leave Reports (P.304) covering the period of detail or temporary assignment must be forwarded to the releasing duty station in order to update the staff member's leave entitlement.

### **III. SEPARATIONS**

Resident Representatives are responsible for completing the staff member's original "Certificate of Annual Leave Balance (for internationally-recruited staff members on separation from UNDP)," which is required in order to process the separation formalities in connection with internationally-recruited staff. Prior to departure from the final duty station, separating or separated staff members will be required to obtain from their respective country offices the original of this certificate to forward to HQ. A copy of this certificate should be retained in the country office for record purposes and examination by the Auditors upon request.

For staff under the 100 or 200 series of S.R., leave entitlement during the last month of service prior to separation is to be computed as follows: a) if COB date is the 1st up to and including the 16th of the month, the staff member is entitled to 1 day, b) if COB date is the 17th up to the second-to-last day of the month, the entitlement is 2 days, and c) if COB date is the last day of the month, the entitlement is 2.5 days.

Resident Representatives are also responsible for calculating and recording the staff member's authorized travel time. To obtain this information prior to the staff member's departure from the duty station, the actual travel time entitlement from the duty station to the home country may be obtained from the voucher for reimbursement of expenses (F.10) submitted by the staff member after the last home leave taken. Travel time on separation is always recorded on a weekday (i.e., Monday through Friday), regardless of place of duty station and even if the staff member travels on a weekend. Travel time is not granted to staff members who receive compensation in lieu of notice. Travel must be undertaken during the notice of termination provided that services of the staff member can be dispensed with.

The above procedure also applies for staff members who have been approved to proceed on secondment/loan/transfer from UNDP to another organization of the U.N. Common System. However, the calculation and payment of travel time will be the responsibility of the receiving organization. The appropriate form to be completed is the "Certificate of Annual Leave Balance (for internationally-recruited staff members on transfer/secondment/loan from UNDP to another U.N. Agency).

The attendance records file of the staff member should be forwarded from the country office (i.e., country office where the staff member has last served UNDP prior to separation/transfer/secondment/loan) to DOP at HQ, under cover of the appropriate standard letter, where it will be retained for a period of five years, or kept until his/her return to UNDP from secondment/loan. The country office may discard the accumulated attendance records in excess of five years.

#### **IV. OTHER RELATED ISSUES**

Resident Representatives will continue to be responsible for the calculation of extended sick leave as applicable to staff under the 100 and 200 series of S.R., when exhaustion of sick leave entitlement occurs or is imminent; the computation of which is cited in Annex II to Chapter VIII (Section 30808) of Personnel Manual II. DOP's role is to verify the accuracy of the extended sick leave computation and to provide guidance in implementing this task. Whenever necessary, questions or clarifications on this matter should be referred

to Administration Section, DOP by correspondence or via Higgins, E-mail, or facsimile.

In cases where there is an extended delay between the staff member's date of departure from the previous duty station and the date the staff member reports for duty, the unaccounted working day(s) in between should be verified for briefing, home leave, official business, annual leave, etc., and should be reflected in the staff member's Monthly Leave Report (P.304) accordingly.

Project personnel who are assigned to work in Government offices, are expected to report to their respective country office if the Government offices are closed for national holidays outside of the nine (9) official holidays observed by the U.N. System. It is important to also note that the cut off date for staff under the 200 and 300 series of S.R. is the anniversary date of the initial appointment. After one year of continuous service under the 200 series of S.R., the maximum accrued annual leave balance is 30 working days; after two years of continuous service, it is 45 working days; and after three years or more of continuous service, it is 60 working days.

In exceptional cases, advanced annual leave up to a maximum of two weeks (i.e., 10 working days) may be authorized for staff under the 100 or 200 series of S.R., provided his or her service is expected to continue for a period beyond the date necessary for him or her to accrue that amount of leave. If a staff member takes more than the maximum of two weeks (i.e., more than 10 working days) of advanced annual leave, the entire period of advanced annual leave is to be considered as special leave without pay. Whenever an internationally-recruited staff member exceeds the maximum of two weeks advanced annual leave, the Resident Representative must notify the Personnel Officer in Administration Section, DOP of the exact period of advanced annual leave taken so that the Personnel Officer can issue the personnel action form (P.5) to reflect special leave without pay for the entire period of advanced annual leave.

In the past, the Secretary-General, the Administrator, and/or the Resident Representative have, on occasion, exceptionally authorized staff to leave early in the afternoon on the day before certain official holidays. In such cases, please be advised that only those staff who are present on that day (i.e., the day before the official holiday) receive the benefit of early departure. All staff who are on annual leave, sick leave, etc., should be charged accordingly.

Home leave and related travels of Resident Representatives and Officers-in-Charge will continue to require the approval of their respective Bureaux and the Division of Personnel while their leave balance must be verified and certified by the Deputy Resident Representative or other Designated Official. Resident Representatives are subject to all of the above-mentioned rules and procedures.

OPS international staff are also subject to all of the above-mentioned rules and procedures. However, country offices are advised to address all correspondence and queries directly to OPS-HQ in New York.

For all internationally-recruited staff members, country offices are advised to submit an annual report (as at 31 March of each year) consisting of: 1) annual leave balance, 2) total sick leave taken, 3) dates of home leave taken, if applicable, and 4) dates of family visit

taken, if applicable. This report should be forwarded to HQ, and must be received in DOP by 31 May of each year for insertion in the respective staff member's official status file. The "Annual Report on Leave Balances of International Staff" supersedes the monthly "Report on arrivals & departures of internationally- recruited staff and their eligible family members" submitted to HQ in the past.

Lastly, please refer to Annex XV for a concise list of actions in connection with leave management under each specific sub-topic mentioned above.

**Annex II (1995 Attendance Record Card)**

### Annex III

(To advise HQ re EOD of new staff member)

Date: \_\_\_\_\_

Dear Mr./Ms. PO,

In connection with (staff member's name) initial appointment with UNDP, I am pleased to advise the following information in connection with the issuance of the staff member's Personnel Action Form (P.5):

Staff member's EOD: \_\_\_\_\_

Departure date from home country  
or place of recruitment: \_\_\_\_\_

Arrival date at duty station: \_\_\_\_\_

Authorized travel time (no. of days): \_\_\_\_\_

Date reported for duty: \_\_\_\_\_

I would like to inform you that we will proceed to establish the staff member's attendance records based on the above-mentioned EOD.

Thank you.

Yours sincerely,  
Mr./Ms. RR  
UNDP -

Personnel Officer  
Administration Section  
Division of Personnel  
UNDP - New York

**Annex IV**

"How to establish the staff member's EOD"

Case I:

Departure date from home country/place of recruitment: .....19 April 1994  
Arrival date in duty station: .....20 April 1994  
Authorized travel time: .....2 days

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Therefore, EOD is: 19 April 1994

Case II: A gap between departure from h/c & arrival date in CO

Departure date from home country/place of recruitment: .....12 April 1994  
Arrival date in duty station: .....20 April 1994  
Authorized travel time: .....3 days

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Therefore, EOD is: 18 April 1994

Case III: Place of recruitment is place of d/s

Departure date from home country/place of recruitment: .....N/A  
Arrival date in duty station: .....N/A  
Date reported for duty: .....25 April 1994  
Authorized travel time: .....N/A

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Therefore, EOD is: 25 April 1994

**Annex V**

(Standard Letter Used by DOP to Advise CO of Reassignment)

Date: \_\_\_\_\_

Dear Mr./Ms. RR of releasing d/s,

In connection with (staff member's name) reassignment, I will be grateful if your office would immediately take the following actions to be forwarded to(his/her) next duty station:

Advice of last day of duty and departure date from your duty station.

Forward the complete attendance records in respect of (s/m's name) entire assignment at the duty station as well as those accumulated records (up to five years only), including Monthly Leave Reports (P.304), Attendance Record Cards (P.302), Medical Certificates or Forms MS.30, substantiating sick leave, as well as F.10 forms relating to travel claims and other pertinent correspondence.

Thank you for your co-operation.

Yours sincerely,

Administration Section  
Division of Personnel

Mr./Ms. RR UNDP - (releasing d/s)

cc: Mr./Ms. RR  
UNDP - (receiving d/s)

## Annex VI

(Standard letter used in the field for reassignments between COs.)

Date \_\_\_\_\_

Dear Mr./Ms. RR of receiving d/s,

Please find attached the complete attendance records in respect of (s/m's name) entire assignment at the duty station as well as those accumulated records from (mm/yy) to (mm/yy) Note: up to five years only), including Monthly Leave Report (P.304), Attendance Record Cards (P.302) [and, if applicable, Medical Certificates or Forms MS.30, substantiating sick leave, as well as F.10 forms relating to travel claims and all pertinent correspondence]. Kindly acknowledge receipt of these attachments.

The staff member's last day of duty was \_\_\_\_\_ and departure date from this duty station was \_\_\_\_\_ .

I would also be grateful if you would send a cable or facsimile advising the Division of Personnel (Administration) at Headquarters the date the staff member arrives in the duty station.

Thank you for your co-operation.

Yours sincerely,

Mr./Ms.  
Resident Representative  
UNDP - (releasingd/s)

Mr./Ms.  
Resident Representative UNDP - (receiving d/s)

cc: Personnel Officer, DOP

**Annex VII**

(Standard letter used in the field for reassignments to HQ.)

Date \_\_\_\_\_

Dear Mr./Ms. Personnel Officer,

Please find attached the complete attendance records in respect of (s/m's name) entire assignment at the duty station as well as those accumulated records from (mm/yy) to (mm/yy) (Note: up to five years only), including Monthly Leave Reports (P.304), Attendance Record Cards (P.302)[and, if applicable, Medical Certificates or Forms MS.30, substantiating sick leave, as well as F.10 forms relating to travel claims and all pertinent correspondence]. Kindly acknowledge receipt of these attachments.

Kindly note also the attached copy of (s/m's name)'s Certificate of Annual Leave Balance, the original of which should be obtained from the staff member.

Thank you.

Yours sincerely,

Mr./Ms.  
Resident Representative  
UNDP - (releasingd/s)

Personnel Officer  
Administration Section  
Division of Personnel  
UNDP - New York

## Annex VIII

### Certificate of Annual Leave Balance

(For Field Staff Reassigned to Headquarters)

<b>Instruction:</b> The original certificate is to be provided by the staff member, verified and signed by the Resident Representative, for submission to the leave monitor of the unit at Hqtrs. A copy is to be retained in the staff member's attendance record file.			
Name: _____ Index No: _____ <small>( Last/First/Middle )</small>			
Last Day of Duty in Office	_____ <small>(Day/Month/Year)</small>	Departure Date:	_____ <small>(Day/Month/Year)</small>
If last day of duty in office is different from departure date, Please indicate by filling out one or more boxes, as follows:			
Official Business		Annual Leave	
From:	To:	From:	To:
Home Leave (If Applicable):		From:	To:
<b>Annual Leave Balance</b>			
As of last day in releasing office: _____ <small>(Please write number of total days in words.)</small>			
This is to certify that the above information is true on the basis of leave records maintained in  _____ <small>(Country Office)</small>			
Prepared by: _____ <small>(Name &amp; Signature of Leave Monitor)</small>		_____ <small>(Date)</small>	
Signed by: _____ <small>(Staff Member)</small>		_____ <small>(Date)</small>	
Signed by: _____ <small>(Resident Representative)</small>		_____ <small>(Date)</small>	

dop-12/94

## Annex IX

### Certificate of Annual Leave Balance

(For Staff Members at Headquarters Reassigned to \_\_\_\_\_ )  
 ( Country Office )

<b>Instruction:</b> The original certificate is to be provided by the staff member, verified and signed by the Resident Representative, for submission to the leave monitor of the unit at Hqtrs. A copy is to be retained in the staff member's attendance record file.			
Index No: _____ Name: _____ Division: _____ ( Last/First/Middle )			
Last Day of Duty in Office	_____ (Day/Month/Year)	Departure Date:	_____ (Day/Month/Year)
If last day of duty in office is different from departure date, Please indicate by filling out one or more boxes, as follows;			
Official Business		Annual Leave	
From:	To:	From:	To:
Home Leave (If Applicable):		From:	To:
<b>Annual Leave Balance</b>			
As of last day in releasing office:		_____ (Please write number of total days in words.)	
This is to certify that the above information is true on the basis of leave records maintained in the unit at HQ.  _____ (Country Office)			
Prepared by: _____ (Name & Signature of Leave Monitor)		_____ (Date)	
Signed by: _____ (Staff Member)		_____ (Date)	
Signed by: _____ (Resident Representative)		_____ (Date)	
Verified by: _____ (Name & Signature of Authorized DOP Staff)		_____ (Date)	

**Annex X**

(Standard letter used for reassignments from HQ to the field.)

Date \_\_\_\_\_

Dear Mr./Ms. Res Rep,

Please find attached the complete attendance records in respect of (s/m's name) entire assignment at the duty station as well as those accumulated records from (mm/yy) to (mm/yy) (Note: up to five years only), including Monthly Leave Reports (P.304) and, if applicable, Medical Certificates or Forms MS.30, substantiating sick leave, as well as F.10 forms relating to travel claims and all pertinent correspondence. Kindly acknowledge receipt of these attachments.

Kindly note also the attached a copy of (s/m's name)'s Certificate of Annual Leave Balance, the original of which should be obtained from the staff member.

Thank you.

Yours sincerely,

Personnel Officer  
Division of Personnel  
UNDP - New York

Mr./Ms.  
Resident Representative  
UNDP - (receiving d/s)

**Annex XIII**

(Standard letter used for separation/transfer/secondment/loan from the field.)

Date \_\_\_\_\_

Dear Mr./Ms. Personnel Officer,

Please find attached the complete attendance records in respect of (s/m's name) entire assignment at the duty station as well as those accumulated records from (mm/yy) to (mm/yy) (Note: up to five years only), including Monthly Leave Reports (P.304), Attendance Record Cards (P.302) [and, if applicable, Medical Certificates or Forms MS.30, substantiating sick leave, as well as F.10 forms relating to travel claims and all pertinent correspondence]. Kindly acknowledge receipt of these attachments.

Kindly note also the attached copy of (s/m's name)'s Certificate of Annual Leave Balance, the original of which should be obtained from the staff member.

Thank you.

Yours sincerely,

Mr./Ms.  
Resident Representative  
UNDP - (releasingd/s)

Personnel Officer  
Administration Section  
Division of Personnel  
UNDP - New York