

**Review of existing International Hydrographic Organization (IHO) Staff
Regulations
(October-November 2013)
Part I**

I. Introduction

1. The International Hydrographic Organization (IHO) engaged the services of Ms. Marianne Brzák-Metzler, retired Chief, Conditions of Service Section, Office for Human Resources Management, United Nations, to carry out a review and comparison of the existing IHO Staff Regulations with reference to the corresponding conditions applicable in the United Nations and the Monaco Public Service, including a site visit and to provide a report and recommendations that would address the following tasks.

II. Requirements of the Tasks

2. The programme of tasks contained in the Letter of Agreement are as follows:

Phase 1:

- Review adequacy of job descriptions of the International Hydrographic Bureau (IHB) to confirm adequacy for UN/Monaco Public Service comparison purposes;
- Provide a comparison of the principal benefit levels, by grade between the IHB staff, UN and Monaco Civil Service;
- Provide comments and advice where differences exist;
- Provide suggestions for a more equitable process for applying grade increments;
- Provide advice on how to apply social benefits in certain circumstances;
- Provide advice on options to transition;
- Provide recommended updates to IHO Staff Regulations;
- Provide recommended updates to the IHO Staff Regulations to reflect impending new structure of Secretary-General (S-G) and subordinate Directors.

Phase 2:

- Undertake a classification review and evaluation in the IHB and evaluate them against the classification standards of the International Civil Service Commission (ICSC);
- Prepare job descriptions for the Directing Committee and evaluate against the classification standards of the ICSC;
- Prepare job descriptions for the Secretary-General and Directors under the new IHO structure.

3. The detailed Requirements of the Tasks are provided in Annex 1 to this report.

4. In preparation for the consultancy and visit to the IHO in Monaco, the consultant was provided, via email of 4 July 2013, with an annotated draft version (June 2013) of the IHO Staff Regulations. These Regulations incorporate amendments proposed by IHB and considered and mostly accepted by the Staff Regulations Working Group1 (SRWG1) (shown in red), additional/alternative amendments proposed by SRWG1 (shown in yellow) as well as June 2013 comments by IHB for consideration by SRWG2 (as in line comments).
5. The consultant undertook an initial review of the documentation provided and traveled to Monaco and was at the IHB from 14-18 October 2013.
6. During the visit to Monaco, the consultant met with the President and, the Directors who are members of the Directing Committee, the Chief Financial Officer of the United Kingdom Hydrographic Office who is Chair of the IHO SRWG, the Manager of Finance and Administration and was also introduced to all the staff of the Bureau.
7. A copy of the evaluation study of the IHO Secretariat completed in November 2002 by Global Consulting Services (GCS) of the United Nations Development Programme (UNDP) as well as a copy of the Finance Committee Circular Letter 5/2003 dated 17 October 2003 containing the Report of the Working Group of the Finance Committee on Salary Alignment with the United Nations System were also provided to the consultant.

III. Methodology and Approach

8. The classification categories of the IHB posts have been determined by the Meeting of the States Parties and are set out in the provisions of Chapter II, Definitions, Organization of the IHB of the IHO Staff Regulations. Under paragraph II.2.1 (a) (Composition of the Staff) of section II.2 on the Organization of the IHB, it is specified that, “The Staff of the Bureau shall consist of permanent, probationary and temporary Staff Members. The permanent Staff is classified as follows:

Category A – Professional Staff

Category B – Translators (BT), Technical and Administrative Staff

Category C – General Service Staff”.

9. The consultant was provided with an organizational chart of the IHB as well job descriptions for all the positions found in the IHB. The grade categories and titles of the job descriptions provided were as follows: Director (current description of duties and future description of duties with a draft of a job description for a possible position of Secretary-General of the IHO). In Category A: Assistant Director, Manager Finance and Administration Officer. In Category B: Registrar, Head of Registry, Administration and Accounting Assistant, Cartography and Graphic Arts Assistant, Information Technology Assistant, Website and Publications Editor, Personal Assistant to Directing Committee. In Category BT: Head French Translator, French Translator and Spanish Translator. In Category C: Bureau Support Assistant. The organigramme and job descriptions are contained in Annex 2.

10. A review of the job responsibilities contained in the respective job descriptions of staff of the IHB confirmed that the duty statements as set out therein were adequate for use for comparison purposes between the Monaco Civil Service and positions in the United Nations.

Comparative review of IHB jobs in Category B and C against the Monaco Civil Service

11. The consultant and the Manager of Finance and Administration met with representatives of the Monaco Civil Service on 17 October 2013. The IHB had provided the Monaco Civil Service with copies of eight job descriptions covering Category B and Category C staff. During the meeting, it was indicated that the Monaco Civil Service currently comprised some 3,500 staff in three categories: Category A: Cadres; Category B: Administratif et Technique and Category C: Personnel d'Execution. It was indicated that the salary tables for the respective staff categories were comprised steps and indices which were adjusted by a multiplier consisting of a value of points. The multiplier is adjusted twice a year in January and July taking into account a cost of living index and the rate of inflation.
12. The representatives of the Monaco Civil Service indicated that they were not able to provide copies of related job descriptions. During the review of the job functions, it was possible to make comparisons between posts being reviewed in Category B and Category C of the IHB with staff in Category B and Category C in the Monaco Civil Service. The representatives of the Monaco Civil Service also provided information on minimum required educational and experience requirements of the positions. The job grade comparisons that were made between the 8 posts in Category B and Category C of the IHB against positions in Category B and Category C in the Monaco Civil Service are as follows:
 13. For Category B:
 - Registrar: Attache on Echelle B050;
 - Head of Registry: Archiviste on Echelle B020/B040;
 - Administration and Accounting Assistant: Chef Comptable on Echelle B030;
 - Cartography and Graphic Arts Assistant: Assistant art graphique on Echelle B030;
 - Information Technology Assistant: Assistant en technologie de l'information on Echelle B030;
 - Website and Publications Editor: Editeur Web on Echelle B020;
 - Personal Assistant to Directing Committee: Chef de Bureau on Echelle B020.
 - For Category C:
 - Bureau Support Assistant: Commis on Echelle C 5.

Comparative review of IHB jobs in Category B and C against the United Nations

14. The consultant undertook a review of the job descriptions of the technical, administrative and support category staff in the IHB by the application of the New Master Standard for posts in the General Service as promulgated by the International Civil Service (ICSC) in 2009.

15. Application of the classification standard yielded the following grade comparative assessments:
 - Bureau Support Assistant: G-3
 - Registrar: G-4;
 - Head of Registry: G-5;
 - Information Technology Assistant: G-6;
 - Website and Publications Editor: G-6;
 - Personal Assistant to Directing Committee: G-6;
 - Administration and Accounting Assistant: G-7;
 - Cartography and Graphic Arts Assistant: G-7.
16. Related summaries of the classification point rating sheets for the above jobs are contained in Annex 3.
17. The jobs in Category B and Category C were also reviewed against the benchmark job descriptions and classification ratings as contained in the New Master Standard for the General Service. Copies of these benchmark job descriptions including the rationale for the classification levels are contained in Annex 4.

IV. Findings of Classification Assessment

18. The results of the classification review for the 8 Category B and Category C IHB jobs against the Monaco Civil Service confirmed the category equivalencies of the 7 Category B jobs and the 1 Category C job in the IHB against Category B Category C jobs in the Monaco Civil Service.
19. The results of the classification review for the 8 IHB jobs against the classification standards applied in the United Nations Common System provided category and grade equivalencies of the Category B and Category C jobs against jobs in the General Service category in the United Nations. The comparative review of the jobs yielded classification levels that confirmed the categories and grade levels as determined on the occasion of the 2002 review undertaken by the Global Consulting Service (GCS) of the United Nations Development Programme (UNDP).

V. Summary of Salaries and Allowances

Monaco Civil Service

20. The salaries of Civil Servants in Monaco are set out in tables containing steps, duration at step and indices for the respective categories of staff, i.e. Category A (Cadres), Category B (Administratif et Technique) and Category C (Personnel d'Execution). The basic salary is calculated by multiplying a fixed index by the value of a point. Basic salaries are adjusted twice a year based on movements in the cost of living as determined by the government of the

Principality of Monaco. Salaries are paid in Euro and are paid on a 13-month basis. A Monaco Allowance equivalent to 5% of basic salary is also payable (not sure about category A staff).

21. The Government of Monaco provides social security benefits covering health, retirement, disability and various family allowances. The salaries and allowances of the IHB are comparable to those found in the Monaco Civil Service. A summary of these benefits can be found in Annex 5 to this report.

IHB

22. Chapter IV, of the IHO Staff Regulations contains the provisions of the Salaries and Allowances of all the staff of the IHB. Section IV.I on Salaries specifies as follows. Para IV.I.I provides the general principles governing salaries as follows: “(a) In the case of Directors, Category A Staff and Translators (BT) they will be aligned with the appropriate UN pay scales on initial appointment (or on re-appointment) following external competition which only applies to Directors and Category A Staff Members, in which case they will start on the first step of the relevant level and in addition will receive the relevant UN Post Adjustment factor for Monaco:
 - The alignment of Directors will be with the D-1 UN level;
 - The alignment of Category A Staff will be with the P-4 or other UN level as appropriate;
 - The alignment of Translators (BT) will be with the P-1 UN scale.”
23. Under paragraphs © and (d) of Section IV.I.I of the IHO Staff Regulations, with respect to salaries, it is specified that “In the case of Category B (except BT) and C Staff, they will be established to be comparable with similar posts in the Monaco Civil Service.”
24. Paragraph (d) of Section IV.I.I of the IHO Staff Regulations specifies that “All salaries will follow the cost of living adjustments applied to the basic salary of the permanent Civil Servants in Monaco (see IV. 1.2. (a)). With respect to salary calculations and adjustments, paragraph IV.1.2 (a) provides that “The Salary is calculated by multiplying a fixed index i, assigned to Directors and Staff Members, by a factor c. The progression of this factor c, follows the cost of living adjustments applicable to the basic salary of the permanent government Civil Servants in the Principality of Monaco.”
25. A summary of the salary and allowances of the IHB Staff is contained in Annex 6 of the report.

United Nations

Introduction:

26. The following information has been derived from the Salaries and Allowances Booklet published by the ICSC as well as the current Staff Rules and Regulations of the United Nations (ST/SGB/2013/3).
27. A common system of salaries, allowances and benefits is applied by the United Nations, its affiliated funds and programmes and most of its specialized agencies. The common system applies to approximately 100,000 staff members serving at over 650 locations.
28. The International Civil Service Commission (ICSC) was established by the General Assembly of the United Nations in 1974 to regulate and coordinate the conditions of service of the United Nations Common System. The Commission is composed of 15 members appointed by the General Assembly in their personal capacity.
29. Many features of the common system apply equally to all staff members. Recruitment criteria and salaries and related allowances, however, differ as between two main groups of staff: the Professional and higher categories and the General Service and other locally recruited categories.
30. A staff member at the United Nations may be granted a temporary, fixed-term or continuing appointments. A temporary appointment shall be granted for a period of less than one year to meet seasonal or peak workload and specific short-term requirements, having an expiration date specified in the letter of appointment. A fixed-term appointment may be granted for a period of one year or more, up to five years at a time, to persons recruited for service of a prescribed duration. A continuing appointment is an open-ended appointment for which the Secretary-General shall prescribe the criteria determining Staff members' eligibility for consideration for continuing appointments.

Professional and higher categories – Salaries and related allowances

31. Staff members in the Professional and higher categories are recruited internationally and are paid on the basis of salary scales applied worldwide and established by the General Assembly of the United Nations on the recommendation of ICSC. A common job classification system developed by ICSC in 2004 provides the structure of this salary scale. The job classification standard consists of the Master Standard which employs a point-factor system, and is accompanied by grade level descriptors.
32. **Salaries:** The level of salaries for Professional and higher category staff is determined on the basis of the *Noblemaire Principle* which specifies that the international civil service should be able to recruit staff from all its Member States, including the highest paid. In application of the *Noblemaire Principle*, the salaries of Professional and higher category staff are set by

reference to the highest paying civil service. The ICSC makes a periodic check to identify the national civil service of the Member State which has the highest pay levels and which by its size and structure lends itself to a significant comparison. The federal civil service of the United States of America has to date been taken as the highest paid national civil service.

33. The salary of staff in the Professional and higher categories is made up of two main elements: a base or floor (minimum) salary and post adjustment, both expressed in United States dollars. Post adjustment is a cost-of-living adjustment designed to preserve equivalent purchasing power for all duty stations. In the United Nations common system, net remuneration means base floor salary plus the post adjustment applicable for a given location. The base/floor salary scale for the Professional and higher categories is expressed as gross and net base salaries and is applied worldwide by all organizations of the common system. The base/floor salary is used to calculate the amounts of post adjustment cost-of-living differential. For each 1 per cent cost-of-living differential indicated by the post adjustment index, 1 per cent of base floor salary is added to the base salary.
34. **Staff assessment:** Staff assessment is a form of internal tax administered by the organizations. Base salary scales are expressed as gross and net amounts. By deducting staff assessment from the gross amount, at either the single or dependent rate, a net base floor salary is obtained. Staff members receive a net salary. Assessable payments are expressed in brackets of US\$50,000 per year with assessment rates ranging from 15 to 30 percent.
35. **Income taxes:** Most Member States have granted United Nations staff exemption from national taxation on their United Nations emoluments. However, a few Member States do tax the emoluments of their nationals and in such cases, the organizations reimburse the income tax to the staff member. Organizations have made funding arrangements for these tax reimbursements.
36. **Salary increments:** Within-grade increments are awarded on the basis of satisfactory service. Most increments are granted annually, but there is a two-year qualifying period for the top level P-2, above step XIII of level P-3, above step XII of level P-4, above step X of level P-5, above step IV of the D-1 level and for all steps at the D-2 level.
37. **Language incentive:** In the United Nations, an increment may be granted at an accelerated rate of 10 or 20 months, to staff with an adequate and confirmed knowledge and use of a second official language of the Organization.
38. **Post Adjustment:** The post adjustment system is designed to ensure that Professional and higher category salaries have the same purchasing power at all duty stations. Differences in living costs are measured through periodic place-to-place surveys conducted by the ICSC at all duty stations. The surveys measure the cost-of-living of a duty station relative to the cost-of-living base of the system which is New York. The results are reflected in a post adjustment index for each duty station.
39. **Rental Subsidies/Deductions:** The rental subsidy/deduction scheme, which is an integral part of the post adjustment system, was designed to ensure equal treatment of staff as regards

housing costs. A subsidy may be paid when a staff member's rent exceeds a so-called threshold rental level which is approved and promulgated by the Chairman of ICSC. At headquarters duty stations, the subsidy starts at 80 per cent of the difference between the staff member's actual rent over the rental threshold for the first four years, and is reduced to 60 per cent, 40 per cent and 20 per cent, respectively, for the next three years, after which it is discontinued. Staff members are occasionally provided with housing by a government agency or organization at rents that are substantially below the average included in the post adjustment. In such cases, a deduction or rental charge may be applicable.

40. **Dependency benefits:** Dependency benefits are provided in the form of higher net salaries and allowances for eligible staff with dependants (dependency or "D" rate) than for those without dependants (single or "S" rate) and by flat –rate allowances for children and secondary dependants. There is no dependent spouse allowance for Professional staff.
41. **Education grant:** An education grant is available to internationally recruited staff members serving outside their home country to cover a part of the cost of educating children in full-time attendance at an educational institution. The grant is payable up to the end of the fourth year of post-secondary studies; students are subject to a maximum age limit of 25 years. The amount of the grant is equivalent to 75 per cent of allowable costs, subject to the maximum approved amounts.
42. **Disabled dependants:** Special assistance is available to staff with disabled dependants. The children's allowance for a disabled child is twice the usual amount. The education grant for disabled children is based on 100 per cent of allowable costs, subject to the overall maximum approved amounts.
43. **Entitlements related to travel, relocation and mobility of staff:** The United Nations normally pays the travel expenses of a staff member on initial appointment, on change of duty station, on separation from service, for travel on official business, for home leave travel (usually every 2 years), and on travel to visit family members. Travel expenses include payment of daily subsistence allowance (DSA) and terminal expenses at points of departure and arrival.
44. **Assignment grant:** An assignment grant is paid when a staff member travels at the organization's expense on recruitment or transfer/reassignment for a period of service expected to be of at least one year. The grant comprises 30 days' DSA for the staff member and half that amount for eligible dependent family members dependents and a lump-sum portion (either one or two-months salary).
45. **Removal and shipment costs:** Expenses incurred for the full removal of household effects are normally covered. Maximum weight and volume limits for shipments have been established.
46. **Leave:** Staff members accrue annual leave while in full pay status at a rate of either one and a half or two and half working days per month. The rate of accrual depends on the staff member's appointment. Other special leave benefits include sick leave within certain limits,

maternity leave with full pay for a total period of 16 weeks, paternity leave with full pay may be granted for a period of up to 4 weeks or in the case of internationally recruited staff members serving at a non-family duty station, up to 8 weeks, adoption leave, special leave with full or partial pay and official holidays, normally up to 10 a year, are designated for each duty station.

47. **Separation payments:** Commutation of accrued annual leave up to a maximum of 60 days is paid to those staff members who upon separation from service have annual leave which they have not been able to use up for reasons of service. Repatriation grant is payable on separation to staff members 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 home country. Evidence of relocation away from the last duty station must normally be provided.
48. **Termination indemnity:** A termination indemnity may be payable to a staff member whose appointment is terminated by the United Nations for any of the following reasons: abolition of post or reduction of staff, health, unsatisfactory service or agreed termination.
49. **Death grant:** A death grant is paid to the surviving spouse and/or dependent children of a staff member who dies in service when he/she held an appointment for one year or had completed one year of service. The grant is calculated on a schedule of completed years of service and months of base/floor salary.
50. **Social security:** The United Nations makes available group health insurance to staff and their dependants and subsidizes the premiums. Group life insurance is also available and as participation is voluntary, the costs of this insurance scheme is borne fully by the staff member. The United Nations also provides for compensation in the case of service-incurred death, injury or illness.
51. **Pensions:** The United Nations Joint Staff Pension Fund (UNJSPF) provides retirement, disability and survivor's benefits for the staff of the United Nations and organizations that are members of the Fund. Staff members who have an appointment of six months or more or who complete six months of service without an interruption of more than 30 days become participants in the Fund. A worldwide scale of pensionable remuneration, used for determining contributions to the Fund and for calculating pension benefits, is applicable to all Professional staff. The current rate of contribution to the Fund is 23.7 per cent of pensionable remuneration, with two-thirds paid by the organization and one-third by the staff member.

General Service and other locally recruited categories

Salaries and related allowances:

52. General Service staff are recruited locally and paid on a local basis. The General Service category covers such functions as messengers, clerks, typists, secretaries and administrative support staff as well as other specialized and technical personnel such as those engaged in printing, building maintenance, security or laboratory work. In 2009, a new global job

classification standard was approved for the General Service and related categories. This new global standard has been applied by all organizations of the United Nations Common System in all duty stations. The standard also provides a framework for salary comparisons with the external market.

53. **Salaries:** General Service and related category staff salaries are based on the *Flemming Principle* which specifies that these staff should be compensated in accordance with the best prevailing conditions of service in the locality. Consequently, they are paid according to local salary scales established on the basis of salary surveys. The ICSC has developed a methodology for conducting salary surveys which encompasses a wide range of employment conditions. Salary scales are expressed in gross and net terms and are subject to staff assessment.
54. There is normally only one General Service salary scale per country. General Service salary scales are expressed in local currency per grade and step and consist of a seven grade –level structure. Longevity steps may be included in the salary scales where local conditions so justify. At other locations, provision is made for one long-service step in addition to the regular steps for each grade. To qualify, staff must have been at the top of their grade for five years and have a minimum of 20 years of service.
55. Increments within each salary level are normally awarded annually on the basis of satisfactory service. General Service scales are reviewed periodically on the basis of comprehensive surveys of best prevailing conditions of employment in the locality. Procedures have been established for adjusting salary scales between surveys. Salaries are determined by comparing the net salaries of United Nations staff with the after-tax salaries of comparable staff employed by selected employers in the locality. United Nations gross salaries are then derived from net by the application in reverse of a staff assessment scale based on income tax rates at the eight headquarters locations and certain other major duty stations. The provision for reimbursement of income taxes for General Service staff is the same as for staff in the Professional category described above. The gross salary scales of General Service staff also serve to establish levels of pensionable remuneration and separation benefits.
56. **Language allowance:** A language allowance is normally payable to General Service staff who are proficient in two official languages and who have passed a language proficiency examination in one such official language other than the language in which they are required to be proficient by the time of their appointment. A second official allowance is payable to a staff member who is proficient in a second additional official language. The language allowance is pensionable and is established at a flat rate for each duty station. The second language allowance, also pensionable, is half that amount.
57. **Non-pensionable component of salary:** If, in the course of a salary survey, it is determined that benefits and allowances treated as non-pensionable by outside companies account for a significant part of the remuneration package, the establishment of a non-pensionable component separate from salary may be considered as the best means of approximating the local situation. The need for a non-pensionable component is reviewed periodically in conjunction with comprehensive salary surveys.

58. **Overtime and night differential:** General Service staff required to work overtime may receive compensatory time off or additional non-pensionable payments according to conditions established by the United Nations. The amount of overtime compensation is based largely on prevailing local practice. Night differential payments are non-pensionable and may be authorized on the basis of prevailing outside practice for General Service staff members who are assigned to work at night.
59. **Dependency benefits:** Dependency benefits are provided in the form of non-pensionable flat allowances payable as a social benefit at all duty stations. For the children's allowance a minimum amount has been set at the equivalent of 2.5 per cent of the local General Service salary scale midpoint. A higher amount is payable where warranted by local practice. The number of children for whom the allowance is payable is restricted to six. The benefit for a disabled child is twice the normal amount. A dependent spouse allowance is established where it is justified by local practice. A secondary dependant's allowance may be payable in respect of not more than one dependent parent, brother or sister where justified by local practice. This allowance is not paid concurrently with an allowance for a dependent spouse. The special measures for staff with disabled dependants described above in the case of Professional staff is also applicable to General Service staff.
60. **Leave:** The provisions on annual leave, sick leave, maternity leave, paternity leave, adoption leave, special leave and official holidays described above for staff in the Professional category apply equally to General Service staff.
61. **Separation payments:** The provisions on commutation of accrued annual leave, termination indemnity, death grant apply to General Service staff on the same basis as for Professional staff, except that in the case of commutation of accrued annual leave, the payment shall be calculated on the basis of gross salary, including language allowance, if any, less staff assessment.
62. **Social security:** The United Nations makes available group health insurance to General Service staff and their dependants on the same basis as for staff in the Professional and higher category and subsidizes the premiums. Group life insurance is also available and as participation is voluntary, the costs of this insurance scheme is borne fully by the staff member. The United Nations also provides for compensation in the case of service-incurred death, injury or illness.
63. **Pensions:** General Service staff are participants in the United Nations Joint Staff Pension Fund (UNJSPF) on the same conditions and subject to the same regulations as the Professional staff. The pensionable remuneration of General Service staff members is equal to their gross salary plus any pensionable allowances such as language allowances. The gross salary is established in local currency, but the pensionable remuneration and benefits are fixed in United States dollars.

VI. Findings of review of Salaries and Allowances

Salaries and allowances

Directors and Professional staff

64. The salary and allowance package of the IHB for the Directors, Category A and BT staff provides for salaries and allowances that are very closely aligned with the salary and allowance package for staff in the Professional and higher categories of the United Nations Common System. The retirement and health insurance benefits for these staff mirror those found in the Monaco Civil Service. The only major difference is the structure of the salary scale or salary tables. As specified in the IHO Staff Regulations, the salaries of the Directors, Category A Staff and Translators (BT) these are aligned with the UN pay scales on initial appointment (or on re-appointment) of staff following external competition which only applies to Directors and Category A Staff Members, in which case they will start on the first step of the relevant level and in addition will receive the relevant UN Post Adjustment factor for Monaco:
- The alignment of Directors will be with the D-1 UN level;
 - The alignment of Category A Staff will be with the P-4 or other UN level as appropriate;
 - The alignment of Translators (BT) will be with the P-1 UN scale.
65. The salary index table for Category A and BT staff, respectively, contains steps, duration at step (number of years normally spent at step) and indices. The basic monthly salary is calculated by multiplying a fixed index by the value of a point. Basic salaries are adjusted twice a year based on movements in the cost of living as determined by the government of the Principality of Monaco.
66. The salary index table reflects the salary system of the Monegasque civil service whereby a staff member's length in service is recognized through "Anciennete". Salary Index Table I for Category A personnel has 15 steps; the duration at steps varies from 2 years at steps 1 and 2, 3 years at steps 3 through 13 and 4 years at step 14. On this basis, it would take a staff member 40 years to go from step 1 to step 15 on this schedule. Salary Index Table II for Category BT personnel has 10 steps; the duration at steps varies from 2 years at steps 1 and 2, and 3 years at steps 3 through 10. On this basis, it would take a staff member 28 years to go from step 1 to step 10. Examples of current salaries are as follows: A Category A staff member at step 1: Index of 1175; Multiplier of 7.89274 per index point would receive 9,273.97 Euro per month or 111,287.63 Euro per annum. A Category A staff member at step 15: Index of 1560; Multiplier of 7.89274 per index point would receive 12,312.67 Euro per month or 147,752.07 Euro per annum. A Category BT staff member at step 1: Index of 631; Multiplier of 7.89274 per index point; would be paid 4,980.32 Euro per month or 59,763.84 Euro per annum (paid on a 12-month basis). A Category BT staff member at step 10: Index of 817; Multiplier of 7.89274 per index point would be paid 6,448.37 Euro per month or 77,380.44 Euro per annum (paid on a 12-month basis).

67. As mentioned above, the salary of staff in the Professional and higher categories in the United Nations is made up of two main elements: a base or floor (minimum) salary and post adjustment, both expressed in United States dollars and annual amounts. The structure of the scale provides for 9 grade levels starting at the most junior level, the P-1 level and going up through the USG level (Under-Secretary General) and steps. Within-grade increments are awarded on the basis of satisfactory service. Most increments are granted annually, but there is a two-year qualifying period for the top level P-2, above step XIII of level P-3, above step XII of level P-4, above step X of level P-5, above step IV of the D-1 level and for all steps at the D-2 level. A copy of the current base/floor salary scale effective as from 1 January 2012 is contained in Annex 7.
68. Progression of staff on the scale within a grade level depends on satisfactory performance and a change in grade level can only occur upon the promotion of a staff member which usually involves a change in job functions. A staff member serving in Monaco at the P-4/Step 1 level at the dependent rate would receive an annual net base salary of US\$72,467 plus a Post Adjustment amount of US\$52,031.31 (based on a multiplier of 71.8 in effect in October 2103) or a total annual net salary of US\$124,498.31. This amount converted into Euro at the UN operational exchange rate of 0.737 Euro per US\$1.00 in effect in October 2013, yields an annual net salary of 90,385.77 Euro. A staff member at the P-4/Step XV level at the dependent rate would receive an annual net base salary of US\$94,540 plus a Post Adjustment amount of US\$67,879.12 (based on a multiplier of 71.8 in effect in October 2013) or a total annual net salary of US\$162,419.72. This amount converted into Euro at the UN operational exchange rate of 0.737 Euro per US\$1.00 yields an annual salary of 119,703.33 Euro. A staff member at the P-1/Step 1 level at the dependent rate would receive an annual net base salary of US\$39,439 plus a Post Adjustment amount of US\$28,317.20 (based on a multiplier of 71.8 in effect in October 2103) or a total annual net salary of US\$67,756.21. This amount converted into Euro at the UN operational exchange rate of 0.737 Euro per US\$1.00 in effect in October 2013, yields an annual net salary of 49,936.33 Euro. A staff member at the P-1/Step X level at the dependent rate would receive an annual net base salary of US\$50,728 plus a Post Adjustment amount of US\$36,422.70 (based on a multiplier of 71.8 in effect in October 2013) or a total annual net salary of US\$87,150.70. This amount converted into Euro at the UN operational exchange rate of 0.737 Euro per US\$1.00 yields an annual salary of 64,230.07 Euro.

Category B and C staff

69. As mentioned above, the salaries and allowances of Category B and C Staff are established to be comparable with similar posts in the Monaco Civil Service. The retirement and health insurance benefits for these staff also mirror those found in the Monaco Civil Service.
70. The salary index table for Category B and C staff, respectively, contains steps, duration at step (number of years normally spent at step) and indices. The basic monthly salary is calculated by multiplying a fixed index by the value of a point. Basic salaries are adjusted twice a year based on movements in the cost of living as determined by the government of the Principality of Monaco.

71. As per Category A and BT salary tables, these salary index tables also reflect the salary system of the Monegasque civil service whereby a staff member's length in service is recognized through "Anciennete". Salary Index Table III for Category B personnel has 27 steps; the duration at steps varies from 3 years at steps 1 through 14 and 2 years at steps 15 through 26. On this basis, it would take a staff member 66 years to go from step 1 to step 27 on this schedule.
72. A Category B staff member at step 1: Index of 305; Multiplier of 7.89274 per index point; 2,407.29 Euro per month or 28,887.48 Euro per annum, plus an additional month's salary and the Monaco Allowance of 5% of basic salary. A Category B staff member at step 27: Index of 649; Multiplier of 7.89274 per index point would be paid 5,122.39 Euro per month or 61,468.66 Euro per annum, plus an additional month's salary and the Monaco Allowance of 5% of basic salary.
73. Salary Index Table III (bis) for Category C personnel has 18 steps; the duration at steps varies from 3 years at steps 1 through 11 and 4 years at steps 12 through 18. On this basis, it would take a staff member 57 years to go from step 1 to step 18 on this schedule.
74. A Category C staff member at step 1: Index of 344; Multiplier of 7.89274 per index point; 2,715.10 Euro per month or 32,581.23 Euro per annum, plus an additional month's salary and the Monaco Allowance of 5% of basic salary. A Category C staff member at step 18; Index of 649; Multiplier of 7.89274 per index point would be paid 5,122.39 Euro per month or 61,468.66 Euro per annum, plus an additional month's salary and the Monaco Allowance of 5% of basic salary. It should be noted that this amount is the same as that at the top step of table III applicable to Category B personnel.
75. The representatives of the Monaco Civil Service indicated that they were not able to provide copies of their salary tables. However, they provided information on the monthly net remuneration for the positions that they matched against IHB posts as follows:
 - Registrar: Echelle B050: 2,092 Euro net;
 - Head of Registry: Echelle B020/B040: 2,777/2,237 Euro net;
 - Administration and Accounting Assistant: Echelle B030: 2,476 Euro net;
 - Cartography and Graphic Arts Assistant: Echelle B030: 2,476 Euro net.
 - Information Technology Assistant: Echelle B030 2,476 Euro net;
 - Website and Publications Editor: Echelle B020: 2,777 Euro net;
 - Personal Assistant to Directing Committee: Echelle B020: 2,777 Euro net.
 - Bureau Support Assistant: Echelle C5: 1,898 Euro net.
76. Based on the information provided relating to salary levels of the Monaco Civil Service, it is not possible to make any substantive comments or draw any particular conclusions as to how these salary rates compare to current salaries of the Category B and C staff of the IHB as there is no information on the number of steps and the duration of years spent at each step and the level of the applicable indices. Accordingly, it is impossible to know where these salary amounts lie on the salary index tables of the Monaco Civil Service. They seem low which would infer that these salaries are those to be found at step 1 of the respective salary tables.

77. In 2004, the International Atomic Energy Agency (IAEA) requested the United Nations to conduct a salary survey for its local staff serving in Monaco. The IAEA has its Marine Environment Laboratory located in the Principality. Prior to this survey, the salaries of General Service staff in Monaco were linked to the local General Service salary scale. Established for Paris, France. The General Service salary scale for Paris, Revision 101, effective 1 January 2004 was used as a basis for comparison with external remuneration data collected from seven employers located in Monaco and three employers located in nearby cities in France. It should be noted that, in accordance with the salary survey methodology, in addition to the base salary, all employer bonuses, profit sharing, 13 and 14th month salary, contributions to social funds for employees, subsidies for meals and /or transportation were quantified and included as part of net salary.
78. At that time, the survey results based on the retention of 10 employers indicated that current United Nations salaries were higher than the market by an overall average of 4.6 per cent. In view of the negative results, it was decided that the salaries for General Service staff in Monaco would remain frozen at their current levels until the gap between the United Nations and the market salaries was closed. The current salary scale for General Service staff in Monaco is revision 5, with an effective date of 1 October 2011. A General Service staff member at the G-1/Step1 level would receive an annual net salary of 23,678 Euro and a staff member at the G-7/Step XIV would receive an annual salary of 63,676 Euro. A copy of the salary scale is contained in Annex 8 of the report.

Salaries and conditions of service: Comments

79. Based on the review above comparing the salaries of staff in the IHB with those of staff in the Monaco civil service and the United Nations, it can be concluded that the current salaries of staff in the IHB are very competitive. Category B and C staff receive an additional month's salary or 13th month, the 5% Monaco Allowance, and their salaries are adjusted twice a year in January and July. The salaries of Category A and BT staff are aligned to salaries of the United Nations at the P-4 or other appropriate UN level and the P-1 level respectively and are also adjusted twice a year in January and July as per the practice of the Monaco civil service.
80. The salaries of General Service staff of the United Nations are normally adjusted when there is a 5 per cent movement in outside salaries, or particular index or every 12 months whichever comes first. The base/floor salary scale for staff in the Professional and higher categories is adjusted periodically by the General Assembly. The last real increase in the base/floor salary scale was made with effect as from 1 March 2003.
81. While the step increments on the IHB salary tables take place on a 2 or 3 year basis, the salaries linked to the indices are adjusted twice a year for Category A, B, BT and C staff on the basis of the adjustments made to the multiplier determined by the Government of the Principality of Monaco. With respect to the salaries of the Directors, as from July 2004, these have been aligned with the salary scale applicable to United Nations staff in the Professional and higher categories. Adjustments to salaries occur every 3 years calculated on the average

awards made to those Monaco Civil Service who are classified in the Heads of Service salary scale (1st group). The figure is provided by the Government of the Principality of Monaco.

82. On the basis of the above, adjustment to the salaries of IHB staff follow local practice and are adjusted much more frequently than those of staff in the United Nations common system.
83. The IHB is considering implementing revised salary arrangements whereby Category B and C staff, recruited after a certain date, would reflect the fact that progression should not be dictated by length of service but on performance on the basis that a Staff Member should reasonably be expected to meet full requirements of the role within five years, or sooner depending on prior knowledge and experience. At that point they should be paid the Target (market) Rate for that role, with increases beyond this Rate restricted to performance above that normally expected. (re V.12 Revised Salary Arrangements). If it is the intention to implement these new arrangements, it would be the view of the consultant that they should apply only to newly recruited staff who come on board as of a certain date. There could potentially be an issue of staff claiming acquired rights with respect to the level of salary. In the United Nations, it is the practice to maintain the salaries of staff who are currently on board until they are overtaken by increases in the scales and to implement revised salary scales for new staff.
84. As regards modifications to the salaries, while following the Monaco Civil Service system of salaries, IHB could give consideration to revising the current salary tables to increase time spent at step. Since the movement of outside salaries do not necessarily follow movements in cost-of-living, consideration could be given to granting a percentage of the cost-of-living movement versus granting the full amount, i.e. 90%. This could apply to Category A, BT, B and C Staff. Adjustments to salaries could be made less frequently, perhaps once a year.
85. The family allowances and social security benefits for Category B and C staff are normally in conformity with those found in the Monaco Civil Service. Allowances of Professional staff mirror those found in the United Nations common system. Therefore, it is the consultant's view that there is no need to recommend any changes to any of these allowances and social benefits. The retirement schemes seem well suited to the needs of the IHB.

VIII. Recommended updates and comments on IHO Staff Regulations

86. The consultant was requested to provide recommended updates to the IHO Staff Regulations. Recommendations/comments are as follows.
87. **Chapter I - Preamble**

Under 1.2 **DC Responsibilities:** This paragraph needs to be amended to reflect the impending transition from a Directing Committee comprising the President and two Directors to a Secretary-General and two subordinate Directors.

As the Secretary-General will assume the sole executive responsibilities currently being exercised collectively by the Directing Committee through the President, all references in the Staff Regulations to the Directing Committee will have to be revised.

88. **Chapter II – Definitions, Organization of the IHB**

Under II.1 Definitions:

Para. (a): Article X (or is it Article VIII?) of the Convention and Articles 23-31 of the General Regulations will have to be amended to reflect the change in structure. References to the “President”, “Director” and “Directing Committee” will have to be revised to take account of revised top management structure of the IHB secretariat consisting of the Secretary-General and two sub-ordinate Directors.

Para. (e): Reference to **the Directing Committee** should be replaced by reference to **“...the Secretary-General.....”**.

Para. (m): “Recognized Home”: With respect to the definition of Recognized Home, the question has been asked should this apply to an internationally recruited Staff Member that originally resided in France or Monaco. How does the UN deal with this?

United Nations Staff rule 3.19 on Repatriation grant contains definitions used in ascertaining whether the conditions contained in Annex IV of the Rules on Repatriation grant are met. Paragraph (b) (i) of Staff rule 3.19 provides the following definitions: ““Country of nationality” shall mean the country recognized by the Secretary-General.” Paragraph (b) (iii) defines ““Home country” shall mean the country of home leave entitlement under staff rule 5.2 or such other country as the Secretary-General may determine.” Paragraph (b) (iv) on ““Obligation to repatriate” shall mean the obligation to return a staff member and his or her spouse and dependent children, upon separation, at the expense of the United Nations, to a place outside the country of the last duty station.”

With respect to international recruitment, paragraph (a) of United Nations Staff rule 4.5 on Staff in posts subject to international recruitment provides that “Staff members other than those regarded under Staff rule 4.4 as having been locally recruited shall be considered as having been internationally recruited. Depending on their type of appointment, the allowances and benefits available to internationally recruited staff members, may include: payment of travel expenses upon initial appointment and on separation for themselves and their spouses and dependent children; removal of household effects; home leave; education grant; and repatriation grant.”

Staff rule 4.5 (b) provides that “Staff recruited locally at a duty station for posts in the Professional and higher categories at that specific duty station are considered internationally recruited but would generally not be entitled to some or all of the allowances and benefits mentioned in paragraph (a) above as determined by the Secretary-General.”

Para. (p) “Spouse”: With respect to “Spouse” the question has been asked about same-sex partnerships? What about civil partnerships? What about de-facto relationships? How does UN and Monaco government service deal with this?

The consistent practice of the United Nations over the years has been to determine the family status of its staff member by reference to the law of nationality of each staff member. In this manner, the Organization respects the social, religious and cultural diversity of the Member States and their nationals.

There has been a growing trend over the past few years in several Member States towards recognition of same-sex marriages, or recognition of domestic partnerships which may involve partners of the same or different sex. Secretary-General Bulletin, ST/SGB/2004/13 acknowledges this trend and simply extends to these new situations the existing practice of accepting as a fact the family status of United Nations staff members, as determined by the laws of the country of their nationality.

The United Nations is not able to elaborate universal rules governing validity of marriage since national laws on marriage are as diverse as national cultures. The United Nations must respect this diversity of culture. This is why it deals with such matters by reference to the law of nationality of the staff member: if a marriage is recognized by the law of nationality of the staff member, it is accepted by the United Nations. The Secretary-General has extended this longstanding policy to domestic partnerships or civil unions since some Member States have now extended marriage benefits to those unions and respect for national diversity required that this be taken into account by the Organization in respect of staff from those States.

Staff members who have entered into a same-sex marriage or a domestic partnership legally recognized by the law of the country of their nationality will receive for the same-sex spouse or the domestic partner (of either sex) the same benefit as for a “spouse” who is considered as an eligible family member, for instance travel to and from the duty station, home leave travel, dependency benefits and health insurance.

As regards the definition of a “dependent spouse,” paragraph (a) (i) of Staff rule 3.6 on Dependency allowances defines “A “dependent spouse” is a spouse whose occupational earnings, if any, do not exceed the lowest entry level of the United Nations General Service gross salary scales in force on 1 January of the year concerned for the duty station in the country of the spouse’s place of work. In the case of staff in the Professional and higher categories and in the Field Service category, the entry level amount referenced shall not at any duty station be less than the equivalent of the lowest entry level salary at the base of the salary system (G-2, step I, for New York.” Monaco does not recognize same-sex unions or marriages, despite its surrounding neighbor France recognizing same-sex marriages since 2013.

Under Para.II.2 **Organization of the IHB**

With respect to the Composition of the Staff, under Para. II.2.1, the question has been raised as to how the UN deals with internationally and locally recruited personnel and whether this is appropriate and workable for the IHB. How does the UN deal with locally recruited translators?

The United Nations has two categories of staff, those in posts subject to local recruitment and those in posts subject to international recruitment. Staff rule 4.4 provides for the following:

- (a) All staff in the General Service and related categories, except as stipulated in staff 4.5 (c) below, shall be recruited in the country or within commuting distance of each office, irrespective of their nationality and the length of time they have been in the country. The allowances and benefits available to staff members in the General Service and related categories shall be published by the Secretary-General for each duty station.
- (b) National Professional Officers shall be of the nationality of the country where the office concerned is located.
- (c) A staff member subject to local recruitment under this rule shall not be eligible for the allowances or benefits indicated under staff rule 4.5 (a).

Staff rule 4.5 provides for the following:

- (a) Staff members other than those regarded under Staff rule 4.4 as having been locally recruited shall be considered as having been internationally recruited. Depending on their type of appointment, the allowances and benefits available to internationally recruited staff members, may include: payment of travel expenses upon initial appointment and on separation for themselves and their spouses and dependent children; removal of household effects; home leave; education grant; and repatriation grant.
- (b) Staff recruited locally at a duty station for posts in the Professional and higher categories at that specific duty station are considered internationally recruited but would generally not be entitled to some or all of the allowances and benefits mentioned in paragraph (a) above as determined by the Secretary-General.
- (c) Under special circumstances and conditions determined by the Secretary-General, staff who have been recruited to serve in posts in the General Service and related categories may be considered internationally recruited.
- (d) A staff member who has changed his or her residential status in such a way that he or she may, in the opinion of the Secretary-General, be deemed to be a permanent

resident of any country other than that of his or her nationality may lose entitlement to home leave, education grant, repatriation grant and payment of travel expenses upon separation for the staff member and his or her spouse and dependent children and removal of household effects, based upon place of home leave, if the Secretary-General considers that the continuation of such entitlement would be contrary to the purposes for which the allowance or benefit was created. Conditions governing entitlement to benefits for internationally recruited staff in the light of residential status shall be set by the Secretary-General as applicable to each duty station.

89. Chapter IV – Salaries and Allowances

Under Para. IV.1.1 Principles. In para. (b) the proposal to have a cap on the salaries of Directors and Category A Staff on reappointment is reasonable as this would set a salary ceiling and would recognize the fact that there are budgetary limitations to increases in salaries for this group of staff. The salary scales of the United Nations have set numbers of steps that cannot be surpassed.

Under Para. IV.I.2 © on Internal tax, the question has been raised as to why education grant, rental subsidy and overtime are subject to the 10% internal tax and what is the practice of the United Nations.

In the United Nations, education grant, rental subsidy and overtime would not be subject to staff assessment however, all salaries and allowances are considered as earnings. Paragraph 31 of Information Circular ST/IC/2013/8 on the Payment of 2012 income taxes by staff members who are liable to pay income taxes to United States tax authorities on United Nations salaries and emoluments, stipulates that the following types of payments made by the United Nations to staff members during the calendar year 2012 are included in the statement of taxable earnings for 2012:

- (a) Gross salary (before the deduction of staff assessment);
- (b) Overtime, compensatory time and night differential;
- (c) Post adjustment;
- (d) Dependency allowance;
- (e) Language allowance;
- (f) Mobility and hardship allowance (including hazard pay and/or non-family hardship element and/or danger pay, where applicable);
- (g) Representation allowance;
- (h) Education grant;
- (i) Assignment grant;
- (j) Travel on appointment and/or separation;
- (k) Removal of personal household effects and goods;
- (l) Home leave travel;
- (m) Rental subsidy;
- (n) Termination indemnity and compensation in lieu of notice;
- (o) Commutation of accrued annual leave paid at separation;
- (p) Family visit travel;

- (q) Repatriation grant;
- (r) Death benefits;
- (s) Education grant travel;
- (t) Travel time;
- (u) Recruitment allowance;
- (v) Relocation grant; and
- (w) Personal Transitional Allowance.

Under Para. IV.2.4.1 on Education Grant under the provisions of para. (a) the question has been asked as to what the UN does for education grant for those personnel recruited internationally but originally resident in the same, but different part of the country as their UN service.

In the United Nations, nationals recruited in their own country for posts in the Professional and higher categories are considered internationally recruited but they would generally not be entitled to some or all of the allowances and benefits payable to staff who are serving outside of their recognized home country.

Under Para. IV.2.4.2 on Rental Subsidy, the question has been asked as to what is considered suitable accommodation by the UN in determining rental subsidies.

In the United Nations, there is a differentiation between rental subsidies at duty stations in Europe and North America and duty stations outside Europe and North America. The computation of a rental subsidy at duty stations in Europe and North America is determined on the basis of a reasonable rent level. The reasonable maximum rent level shall be set by the Secretary-General for duty stations in Europe and North America, based on the family size of the staff member and a survey of rent levels in the local market. Levels of reasonable maximum rent for New York are set out in an annex to the information circular on rental subsidies and deductions issued by the Assistant Secretary-General for Human Resources Management. Local circulars are issued at other duty stations by the authorized official, setting out the reasonable maximum rent levels applicable at the duty station concerned.

For example, effective 1 April 2007, the revised reasonable maximum rent levels for New York are as follows taking into consideration family size, number of bedrooms and rent level:

- Staff member alone; 1 bedroom; rent: US\$ 2,900;
- Staff member with spouse; 2 bedrooms; rent: US\$ 4,727;
- Staff member with 1 child: 2 bedrooms; rent: US\$ 4,727;
- Staff member with 2 children: 3 bedrooms; rent: US\$ 6,500;
- Staff member with 3 or more children: 4 bedrooms; rent: US\$ 7,200.

The Annex of Administrative Instruction ST/AI/2000/6 on Rental subsidies and deductions provides for certification criteria for purposes of determining the reasonable maximum rent level at duty stations outside Europe and North America.

For the purpose of certification, at each duty station dwellings are grouped in three categories, as follows:

A. Reasonable

If a dwelling occupied by a staff member is similar in quality and size by reference to those occupied by other staff members at the same duty station having similar family circumstances and if the rental follows a general pattern of rents for dwellings of similar quality and size, then the dwelling in question should be certified as “reasonable”. It must be noted, however, that if a staff member has no alternative but to occupy a dwelling that is larger or better in quality in relation to those occupied by other staff members with similar family circumstances or if the rent is very high in comparison to other dwellings of similar size because of unavailability of other suitable accommodations, then the dwelling must still be certified as “reasonable”.

B. Above average

If a staff member occupies a dwelling that is substantially larger or better in quality in relation to those occupied by other staff members with similar family circumstances, resulting in higher rental payments, then the dwelling should be certified as “above average”. In this case, the highest rent paid by a staff member from among those with similar family circumstances and living in dwellings certified as “reasonable” must be used for the calculation of rental subsidies.

C. Substandard

Dwellings provided either free of charge or at a nominal cost which are of poor quality fall within this category. Judging from past experience, dwellings of this type lack either the minimum acceptable standard of construction and/or one or more of the basic amenities. It should be noted that the category “substandard” applies also to dwellings in capital or other major cities.

90. **Chapter V – Appointment and Promotion**

Under V.6 © Terms of appointment, the question has been raised as to how the UN ensures that revisions to the Staff Regulations can be applied to existing staff members.

Revisions to the Staff Rules and Regulations of the United Nations are approved by the General Assembly. The Secretary-General is responsible for promulgating the revised Staff Rules and Regulations. In those cases where the General Assembly has decided to revise an allowance to a lower amount, the practice has been to approve the revised allowances as of a certain date and to grandfather the higher allowances for those eligible staff until they are overcome by increases or phased out. Eligible staff coming on board after the specific date would be entitled to the revised allowance.

Under V.12 Revised Salary Arrangements (only applicable to Category B (excluding BT) and Category C Staff)

Given the small number of IHB staff concerned and taking into account the fact that many of these staff have been at the IHB for very long periods of time, great care must be given to implementing revised salary arrangements whereby Category B and C staff recruited after a certain date, would reflect the fact that progression should not be dictated by length of service but on performance on the basis that a Staff Member should reasonably be expected to meet full requirements of the role within five years, or sooner depending on prior knowledge and experience. At that point they should be paid the Target (market) Rate for that role, with increases beyond this Rate restricted to performance above that normally expected. (re V.12 Revised Salary Arrangements). As indicated above, it would be the view of the consultant that should it be decided that these arrangements be implemented, they should apply only to newly recruited staff. There could potentially be an issue of staff claiming acquired rights with respect to the level of salary. In the United Nations, it is the practice to maintain the salaries of staff until they are overtaken by movement in the scales.

91. **Chapter VI – Leave**

Under VI.1 (b) Special Leave, the question has been raised as to what are the arrangements for that apply in the UN and Monaco Government with respect to special leave and the number of working days allowed for staff in the case of the death of an immediate relative.

Paragraph (a) (iii) (c) of United Nations staff rule 5.3 on Special Leave provides that family leave may be granted as special leave without pay for a reasonable period, including necessary travel time, upon the death of a member of the immediate family of the staff member or in case of serious family emergency. The Monaco Civil Service grants two days of special leave in the case of the death of an immediate relative.

92. **Chapter VII – Social Security**

Under VII.5 Social benefits following Retirement, the question has been raised as to the practices of the UN regarding the provision of health insurance coverage to retired staff.

In the United Nations, after-service health insurance coverage is optional for eligible former staff members and their dependants. It is available only as a continuation, without interruption between active service and retirement status, of previous active-service coverage in a contributory health insurance plan of the United Nations. In this context, a contributory health insurance plan of the United Nations is defined to include a contributory health insurance plan of other organizations in the common system under which staff members may be covered by special arrangement between the United Nations and those organizations.

At the time of retirement, a staff member may switch from the insurance plan which he or she had on an in-service basis to a health insurance plan which is more appropriate following

separation from service, under certain conditions. For example, a staff member who, while in active service, participated in a Headquarters health insurance plan, may switch to a non-United States-based plan if he or she will reside outside the United States following separation from service, provided that covered dependants will also reside outside the United States.

After-service health insurance participants who change their country of primary residence following separation may also transfer from one insurance plan to another if a different plan is more appropriate to the new country of residence. In such cases, the change in plan will become effective on the first day of the month following receipt of written notification regarding the change in country of residence or as soon thereafter as is practicable. With respect to health insurance plans available to after-service participants who reside in the United States, transfer from one plan to another may be made subject to the condition that there must be two years' coverage under any such plan before a change can be made. (ref ST/AI/2007/3).

93. **Chapter IX– Retirement**

Under Para. IX.6 Supplementary Retirement Benefits, the question has been posed as how do current UN and Monaco entitlements compare with IHB entitlements.

94. The United Nations does not make provision for supplementary retirement benefits to staff as it is a participant in The United Nations Joint Staff Pension Fund (UNJSPF). The UNJSPF provides retirement, disability and survivor's benefits for the staff of the United Nations and organizations that are members of the Fund. Staff members who have an appointment of six months or more or who complete six months of service without an interruption of more than 30 days become participants in the Fund. Scales of pensionable remuneration for the Professional and higher category staff and the General Service and related category staff, respectively, are used for determining contributions to the Fund and for calculating pension benefits. The current rate of contribution to the Fund is 23.7 per cent of pensionable remuneration, with two-thirds paid (15.80%) by the organization and one-third (7.90%) by the staff member. The retirement age of staff of the United Nations is 60 years or, if appointed on or after 1 January 1990, the retirement age is 62. The ICSC at its last session proposed that the mandatory age of retirement be set at 65 years of age with effect from 1 January 2014. However, this proposal was not approved in light of the request of the organizations. It is anticipated that the mandatory retirement age be set at 65 years of age with effect from 1 January 2016. A retirement benefit shall be payable to a participant whose age on separation from service is the normal retirement age or more and whose contributory service was five years or longer. It is a defined-benefit plan. Details of the pension plan can be found in The Regulations, Rules and Pension Adjustment System of the UNJSPF which are available online at www.unjspf.org.

95. Chapter X - Separation From Service

Under Para. X.3 Termination Indemnity, the question has been raised as to how IHB benefits compare with Monaco and the UN regarding the fact that the IHB, in addition to termination payments, redundant staff are covered for medical for 12 months in Monaco and 24 months in France.

In the United Nations, staff whose appointments are terminated for reasons such as abolition of posts or reduction of staff, unsatisfactory service, reasons of health or incapacitation for further service, or disciplinary reasons are not entitled to maintain health insurance coverage under any United Nations health plan. These staff would only receive a termination indemnity according to the termination indemnity schedule contained in Annex II of the Staff Rules of the United Nations and in accordance with the type of appointment held and the length of service.

In the case of the IHB, Para X.3 (d) of Chapter X provides as follows: “In cases of termination of appointment under the provisions of X.1.1 (a), (b) or (c), the reimbursement of costs for medical care permitted under these Regulations shall be maintained for a period of one year, provided (i) the Staff Member has completed at least two years’ service; (ii) he continues to reside in Monaco or France; and (iii) he does not receive such benefits from any other sources”.

IX. Findings of the review of the IHO Staff Regulations

96. The Staff Regulations need to reflect the impending transition from a Directing Committee comprising the President and two Directors to a Secretary-General and two subordinate Directors. As the Secretary-General will assume the sole executive responsibilities currently being exercised collectively by the Directing Committee through the President, all references in the Staff Regulations to the Directing Committee will have to be revised.
97. The responsibilities of the Secretary-General will have to be explained and the following definition is being recommended for inclusion in Chapter I to replace the current language under para. 1.2: “***Responsibilities of the Secretary-General: The Secretary-General, as the chief administrative officer of the Organization and Head of the Secretariat, shall be responsible for ensuring that all personnel employed in the Bureau comply with these Regulations, which are designed to facilitate the work of the Bureau whilst at the same time safeguarding the welfare of the Staff.***”
98. The change from a Directing Committee comprising the President and two Directors to a new structure comprising the Secretary-General and two sub-ordinate Directors should be explained in the Staff Regulations. This could be done by adding a reference in the Introduction to the existing Staff Regulations setting out the decision of the competent authority i.e., the Conference in changing the structure.

Suggested language: *“Under Article VIII of the Convention of the International Hydrographic Organization, the Secretary-General shall be the chief administrative officer of the Organization and shall maintain all such records as may be necessary for the efficient discharge of the work of the Organization and shall prepare, collect, and circulate any documentation that may be required. Accordingly the Secretary-General shall provide and enforce such Staff Regulations.”*

99. All references to **the Directing Committee** in the Staff Regulations will have to be reviewed and replaced by reference to “...*the Secretary-General*...”.
100. The proposed implementation of revised salary arrangements whereby Category B and C staff recruited after a certain date, would reflect the fact that progression should not be dictated by length of service but on performance on the basis that a Staff Member should reasonably be expected to meet full requirements of the role within five years, or sooner depending on prior knowledge and experience. It is proposed that at that point they should be paid the Target (market) Rate for that role, with increases beyond this Rate restricted to performance above that normally expected. (re V.12 Revised Salary Arrangements). Should these arrangements be implemented, it would seem reasonable that they should apply only to newly recruited staff as there could be an issue of acquired rights with respect to the level of salary of affected staff.
101. No other recommendations are being suggested with respect to the contents of the Staff Regulations as in the consultant’s opinion the current salaries and allowances as well as the social security benefits applicable to the IHB staff are such that they meet the needs of the IHB.

X. Job descriptions of the IHB

Comparative review of IHB jobs in the Director Category and Category A against the United Nations

102. The consultant undertook a review of the current job descriptions of staff in the Professional category of the IHB by the application of the New Master Standard for posts in the Professional and higher categories promulgated by the ICSC in 2004.
103. Application of the classification standard yielded the following grade comparative equivalencies:
 - Director: D-2;
 - Assistant Director: P-5;
 - Manager Finance and Administration Officer: P-5;
 - Head French Translator: P-2;
 - French Translator: P-2;
 - Spanish Translator: P-2.

XI. Findings of Classification Assessment under the ICSC Classification standards

104. The results of the classification review for the current 11 Professional IHB jobs against the classification standards applied in the United Nations Common System confirmed the Director and Category A jobs in the IHB against jobs in the Professional and higher category in the United Nations. The comparative review of the jobs yielded classification levels that confirmed the categories and grade levels as determined on the occasion of the 2002 review undertaken by the Global Consulting Service (GCS) of the United Nations Development Programme (UNDP). The point rating summaries for the 11 jobs are contained in Annex 9 to the report.

Part II

I. Draft job description for the Members of the Directing Committee

105. In response to the request to prepare job descriptions for the Directing Committee and to evaluate them under the ICSC classification standards, below is a draft job description for the Directors for IHB's consideration. In addition to responsibilities, the draft job descriptions also include the IHO's mission statement and vision, organizational setting/delegation of authority, and in the case of the draft descriptions for the Director position, work interactions/relations, results expected and minimum qualifications needed to perform the functions. The IHB may also wish to consider incorporating job competencies in the job descriptions in the future. For information purposes, the competencies developed by the UN are summarized in Annex 10 to the report.

Draft Job Description Director of the IHO

Mission:

The **Mission** of the International Hydrographic Organization (IHO) is to create a global environment in which States provide adequate and timely hydrographic data, products and services and ensure their widest possible use.

Vision:

The **Vision** of the IHO is to be the authoritative worldwide hydrographic body which actively engages all coastal and interested States to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment.

Organizational setting/Delegation of authority:

Article IX of the Convention on the International Hydrographic Organization provides that the Bureau shall be composed of the Directing Committee and the technical and administrative staff required by the Organization. Article X further specifies that the

Directing Committee shall administer the Bureau in accordance with the provisions of the Convention and the Regulations and with directives given by the Conference.

Responsibilities:

A Director of the IHO will be responsible for the following:

1. As a Member of the Directing Committee of the IHB:
 - Direct and manage the Secretariat of the IHB in accordance with the provisions of the Convention and the Staff Regulations of the IHO and with other directives agreed by the Member States from time to time;
 - Formulate, prepare and manage the budget approved by the Member States;
 - Oversee the programme of the IHO;
 - Appoint and manage the staff needed for the efficient and effective functioning of the Secretariat in accordance with the Staff Regulations and within the budget set by the Member States;
 - Represent the IHO in relevant intergovernmental and non-governmental international organizations as required;
 - Represent the IHO and liaise with the Government of Monaco and with other diplomatic missions as required.

2. As a Director of the IHB:
 - Direct and manage one of the three programmes of the IHO, i.e., Corporate Affairs, Hydrographic Services and Standards, Inter-Regional Coordination and Support;
 - Contribute to the formulation of the Bureau's overall strategies and policies by participating in various committees, preparing documents on policy issues, and acting, as required in an advisory capacity to the President of the IHB; contribute to the overall management of the IHB's activities and operations;
 - Formulate and implement the substantive work programme of the IHB under his/her supervision, determining priorities and allocating resources for the completion of outputs and their timely delivery;
 - Act as Secretary of a designated IHO Committee, i.e., Hydrographic Services and Standards Committee (HSSC) and Inter-Regional Coordination and Support Committee (IRCC) and oversee the associated programme of the IHO.

Work implies frequent interaction with the following:

President and staff within the Bureau. Senior staff within specialized agencies such as the UN, IMO, WMO. Representatives of Governments and representatives of non-governmental organizations. Chairs and members of intergovernmental bodies.

Results expected:

Effectively managed and supervised programmes; coherent framework to guide programmes; final services/products are integrated in the programmes of the Bureau. Proven leadership in the development of innovative programmes with significant impact on the overall effectiveness of the IHO. Intellectual and professional leadership for overall strategy, quality, delivery and results.

Qualifications:

Education: Advanced University degree (Master’s degree or equivalent) in hydrography, hydrographic surveying, geomatics, hydrogeology, oceanography, marine science, engineering or related area. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: Over fifteen years of progressively responsible experience in hydrography, hydrographic surveying, geomatics, hydrogeology, oceanography, marine science, engineering or related field.

Language: Fluency in one of the working languages of the IHB Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another language is an advantage.

106. The classification point-rating summary for the above draft Director post yields a classification point rating of 3440 points at the D-2 level. The classification point-rating summary for this post is contained in Annex 11 to the report.

II. Draft job description for the Secretary-General and the Directors under the new IHO Structure

107. In response to the request to prepare job descriptions for the posts of Secretary-General and the Directors under the new IHO structure and to evaluate them under the ICSC classification standards, below is a draft job description for the Secretary-General position for IHB’s consideration. Please note that this job description cannot be evaluated against the ICSC Master Standard for posts in the Professional and higher categories as, in the United Nations, the post of Secretary-General is a political appointment and is considered to be an ungraded official.

**Draft Job Description
Secretary-General of the IHO**

Mission:

The **Mission** of the International Hydrographic Organization (IHO) is to create a global environment in which States provide adequate and timely hydrographic data, products and services and ensure their widest possible use.

Vision:

The **Vision** of the IHO is to be the authoritative worldwide hydrographic body which actively engages all coastal and interested States to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment.

Organizational setting/Delegation of authority:

Article VIII of the Convention on the International Hydrographic Organization provides that the Secretariat shall comprise a Secretary-General, Directors and such other personnel as the Organization may require.

Responsibilities:

The Secretary-General of IHO is the Chief Administrative Officer of the Organization and Head of the Secretariat responsible for directing and managing the activities and general direction of the work of the Secretariat. The Secretary General provides strategic leadership and vision to a specialized international staff working in the field of hydrography. The Secretary General is responsible to the Assembly and the Council and, following established policies, carries out the duties assigned to him by the Convention, and makes periodic reports covering the progress of the Secretariat activities.

As the Chief Administrative Officer of the Organization and Head of the Secretariat, the Secretary-General shall be responsible for the following:

- Administer the Secretariat in accordance with the provisions of the Convention and the General and Financial Regulations and with directives given by the Assembly and the Council;
- Prepare and submit to the Finance Committee and the Council the financial statements for each year and budget estimates on a three-year basis, with the estimates for each year shown separately;
- Act as Secretary of the Finance Committee;
- Support the Council by providing secretariat support and by preparing proposals concerning the overall strategy and the work programme;
- Support the Assembly by providing Secretariat support;
- Appoint and manage the staff needed for the efficient and effective functioning of the Secretariat in accordance with the Staff Regulations and within the budget set by the Member States;
- Oversee the management of activities undertaken, ensuring that programmed activities are carried out in a timely fashion and co-ordinate work in the different areas both within the IHB and with other organizations, donors and agencies as appropriate;
- Represent the IHO in relevant intergovernmental and non-governmental international organizations as required;
- Represent the IHO and liaise with the Government of Monaco and with other diplomatic missions as required;
- Keep Member States informed with respect to the activities of the Organization;
- Perform such other tasks as may be assigned by the Convention, the Assembly or the Council.

Draft Job Description Director of IHO

Mission:

The **Mission** of the International Hydrographic Organization (IHO) is to create a global environment in which States provide adequate and timely hydrographic data, products and services and ensure their widest possible use.

Vision:

The **Vision** of the IHO is to be the authoritative worldwide hydrographic body which actively engages all coastal and interested States to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment.

Organizational setting/Delegation of authority:

Article VIII of the Convention on the International Hydrographic Organization provides that the Secretariat shall comprise a Secretary-General, Directors and such other personnel as the Organization may require.

Responsibilities:

In accordance with the duties assigned by the Secretary-General, the Director will be responsible for the following.

- Assist the Secretary-General in carrying-out the responsibilities of the position and in particular:
 - o Contribute to the overall administration and financial management of the Secretariat;
 - o Contribute to the secretariat support of the Council;
 - o Contribute to the secretariat support of the Assembly;
 - o Contribute to representing the IHO in relevant intergovernmental and non-governmental international organizations as required;
 - o Contribute to representing the IHO and liaising with the Government of Monaco and with other diplomatic missions as required;
- Act in an advisory capacity to the Secretary-General and contribute to the formulation of the Bureau's overall strategies and policies by participating in various committees, preparing documents on policy issues, and contribute to the overall management of the IHB's activities and operations;
- Direct and manage a programme of the IHO, i.e., Regional Coordination Programme, Technical Programme;
- Formulate and implement the substantive work programme of the IHB under his/her supervision, determining priorities and allocating resources for the completion of outputs and their timely delivery;
- Act as Secretary of a designated IHO Committee, i.e., Hydrographic Services and Standards Committee (HSSC) and Inter-Regional Coordination and Support Committee (IRCC) and oversee the associated programme of the IHO;

- Replace the Secretary-General if the post falls vacant one year or less before the opening day of the next ordinary session of the Assembly;
- Perform other related duties as requested by the Secretary-General.

Work implies frequent interaction with the following:

The Secretary-General and staff within the Bureau. Senior staff within specialized agencies. Representatives of Governments and representatives of non-governmental organizations. Chairs and members of intergovernmental bodies.

Results expected:

Effectively managed and supervised programmes; coherent framework to guide programmes; final services/products are integrated in the programmes of the Bureau. Proven leadership in the development of innovative programmes with significant impact on the overall effectiveness of the IHO. Intellectual and professional leadership for overall strategy, quality, delivery and results.

Qualifications:

Education: Advanced University degree (Master's degree or equivalent) in hydrography, hydrographic surveying, geomatics, hydrogeology, oceanography, engineering or related area. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Experience: Over fifteen years of progressively responsible experience in hydrography, hydrographic surveying, hydrogeology, oceanography, marine science, engineering or related field.

Language: Fluency in one of the working languages of the IHB Secretariat, English or French, (both oral and written) is required; knowledge of the other is desirable. Knowledge of another language is an advantage.

108. The classification point-rating summary for the above Director post yields a classification point rating of 3265 points at the D-2 level. The classification point-rating summary for this post is contained in Annex 12 to the report.

Sources

- Staff Rules and Regulations of the United Nations (ST/SGB/2013/3);
- Administrative Instruction ST/AI/2000/6 on Rental subsidies and deductions;
- Administrative Instruction ST/AI/2007/3 on After-Service Health Insurance;
- Information Circular ST/IC/2013/8 on Payment of Income Taxes;
- Secretary General's Bulletin ST/SGB/2004/13 on Family Status for purposes of United Nations entitlements;
- The Regulations, Rules and Pension Adjustment System of the United Nations Joint Staff Pension Fund;
- Salaries and Allowances Booklet published by the International Civil Service Commission;
- Website of the United States Social Security Administration, Office of Retirement and Disability Policy on Social Security Programs throughout the World: Europe 2012.

Annex 1

Letter of Agreement dated 19 July 2013 Consultant: Ms. Marianne Brzak-Metzler

1. Summary of the task:

Carry out a review and comparison of the existing IHO Staff Regulations with reference to the corresponding conditions applicable in the United Nations and the Monaco Public Service, including a site visit. Provide a report and recommendations that addresses those tasks described in section 2 below.

2. Detailed requirements of the tasks:

Phase 1:

- Review adequacy of job descriptions of the International Hydrographic Bureau (IHB) to confirm adequacy for UN/Monaco Public Service comparison purposes;
- Provide a comparison of the principal benefit levels, by grade between the IHB staff, UN and Monaco Civil Service;
- Provide comments and advice where differences exist;
- Provide suggestions for a more equitable process for applying grade increments;
- Provide advice on how to apply social benefits in certain circumstances;
- Provide advice on options to transition;
- Provide recommended updates to IHO Staff Regulations;
- Provide recommended updates to the IHO Staff Regulations to reflect impending new structure of Secretary-General (S-G) and subordinate Directors.

Phase 2:

- Undertake a classification review and evaluation in the IHB and evaluate them against the classification standards of the International Civil Service Commission (ICSC);
- Prepare job descriptions for the Directing Committee and evaluate against the classification standards of the ICSC;
- Prepare job descriptions for the Secretary-General and Directors under the new IHO structure.

3. Timetable:

The following timetable shall apply:

- 1 October 2013: Commence review of existing regulations and job descriptions;
- 14-18 October 2013: On site visit to IHB in Monaco;
- 2 December 2013: Draft report of phase 1 to the Chair of the SRWG;
- 16 December 2013: Draft report of phase 2 to the Chair of the SRWG;
- 31 December 2013: Final Report to the Chair of the SRWG.

4. Value of Contact:

A total payment of 25,500 Euro shall cover all expenses, outgoings and expenditures related to conducting and successfully completing the work described in section 2. No other payment is envisaged for this work.

Payment schedule:

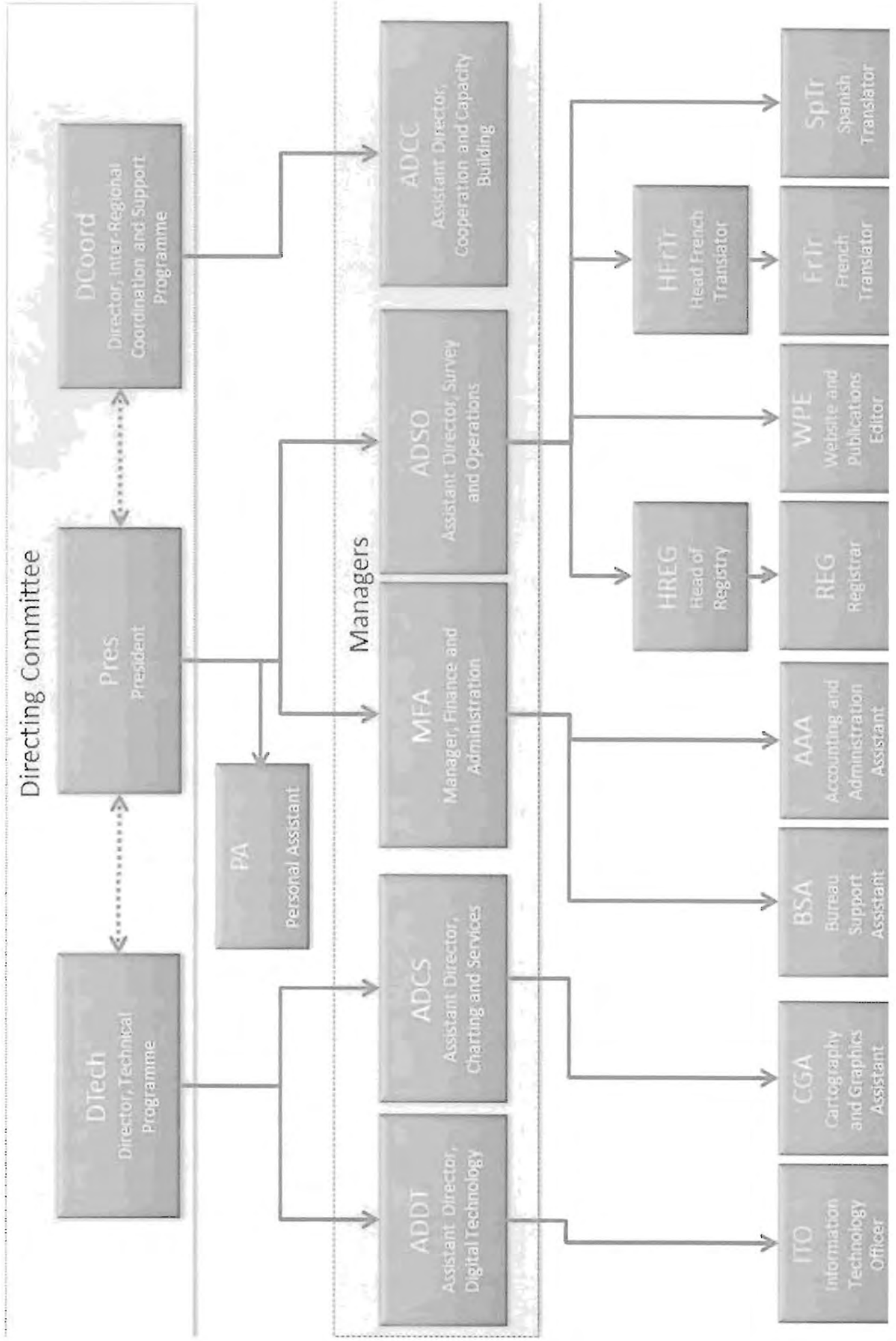
25% will be paid within 10 days of this letter being signed by consultant and returned to the IHB.

75% after the Chair of SRWG submits an acceptance report to the IHB.

Annex 2

Job descriptions of the IHB Secretariat

IHB – Principal Lines of Responsibility





JOB DESCRIPTION

Position: Assistant Director
Primary Managers: The Directing Committee

RESPONSIBILITIES:

Under the general supervision of the Directing Committee:

- Assist the DC in the provision of secretariat support for the programmes of the IHO.
- Assist the DC in its role as secretariat of the IHO.
- Provide direct secretariat support to IHO bodies, as assigned by the DC.
- Monitor the work programmes and activities of the bodies of the IHO, as assigned by the DC.
- Monitor technical and operational developments in fields as assigned and brief the DC on all relevant matters.
- Provide technical advice and support to bodies of the IHO as assigned.
- Represent the IHO at Commissions, Inter-governmental, Inter-Organizational, and other bodies, as assigned by the DC.
- Maintain IHO publications in liaison with WPE, as assigned by the DC.
- Maintain the contents of assigned pages on the IHO website in liaison with WPE.

President of the Directing Committee	Date	Staff Member

JOB DESCRIPTION

Position: **Manager Finance and Administration (MFA) - Ghislaine FAUCHOIS**

Primary Manager: President

Duties

Under the general supervision of the President of the Directing Committee and other Directors as appropriate, the incumbent will be responsible for proactively monitoring and managing the finances of the IHO, and the personnel management and administrative support at the IHB. In particular, the incumbent will:

Coordinate, collate and prepare annual and longer-term budget submissions.

Proactively monitor, manage and report on budget allocations and expenditure monthly, annually and as required.

Proactively monitor, manage and report on financial investments monthly, annually and as required.

Proactively monitor, manage and report on asset management, financial delegations, fraud and risk management, and the observance of due diligence procedures.

Provide advice on IHB Human Resource Management (HRM) matters, including the proactive management of personal allowances, social benefits, pension investments, and personal entitlements.

Prepare for and act as secretary for the Finance Officers' meetings.

Provide advice on staff training requirements.

Manage IHB administrative and support services and staff, including:

- building maintenance and domestic services
- procurement and acquisition management

Represent IHB corporate business interests on behalf of the Directing Committee as required.

Primary Manager	Date	Staff Member



JOB DESCRIPTION

Position: Administration and Accounting Assistant (AAA) – Sandrine BRUNEL
Primary Manager: Manager Finance and Administration (MFA) (Fauchois)

RESPONSIBILITIES:

JOB DESCRIPTION

Under the overall coordination of MFA:

- Process all payments and receipts on behalf of the IHO, including liaison with banks.
- Recover VAT from tax authorities.
- Maintain the general and detailed accounts and funds of the IHO, in several currencies.
- Process travel, telephone, medical expenses.
- Process pension payments for retired staff members.
- Process and reimburse claims for personal allowances and travel.
- Liaise, as required, with local authorities regarding personnel administration.
- Maintain annual and sick leave records for all staff (excluding Directors).
- Monitor and report any discrepancies or anomalies in:
 - dedicated funds of the IHO (Capacity Building Fund, Conference Fund, etc).
 - claims and reimbursements for medical and social benefits.
- Liaise with and support the work of the IHO auditor as required.
- Prepare financial input to the IHO Work Program and Budget.
- Prepare and present documents for Finance Officers' meetings.
- Prepare supporting financial documents as required.
- Prepare and submit insurance claims and negotiate the renewal of policies.
- Manage the IHO gift collection and sales
- Maintain inventory of equipment and physical assets.

General

- Carry out general IHO administration and support tasks as required, including support for conferences, meetings and similar IHO events.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: Personal Assistant to the Directing Committee (PA)
- Caroline FONTANILI

Primary Manager: President

RESPONSIBILITIES:

Under the general supervision of the Directing Committee:

- Provide a bilingual (English-French) secretarial service to the Directing Committee and Assistant Directors, including the processing of correspondence, the drafting of routine replies and the coordination of business diaries.
- Prepare and draft Circular Letters in liaison with HREG for approval by the DC.
- Translate (French into English) incoming correspondence, MSs comments, reports etc as required.
- Research, coordinate and arrange travel for IHB Staff engaged on official duty and for IHO sponsored personnel (such as those involved in Capacity Building activities), including arranging itineraries, visas, ticketing and accommodation as appropriate.
- Liaise with the relevant departments of the Government of Monaco and the Palace in relation to visits, protocol, and other administrative matters, as appropriate.
- Maintain up to date allocated sections of the IHO website, posting relevant information as required.
- Take minutes at designated meetings held at the IHB and prepare supporting documents for review.
- In absence of HREG or REG, undertake their key duties and responsibilities as required.
- Undertake Conference duties and responsibilities as allocated including liaison with the Monaco Port Authority concerning ship visits and the coordination of the programme of social events.

General

- Carry out other general IHB administrative and support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: **Head French Translator (RFRTr)** – Isabelle VANKRINKELLEN

Primary Manager: Assistant Director - Surveying and Operations (ADSO) (Wyatt)

RESPONSIBILITIES:

Under the overall coordination of ADSO:

- Coordinate and manage the IHB translation programme through liaison and cooperation with FrTr (Bouzanquet) and SpTr (Muro).
- Translate texts from English to French. This will include:
 - Letters, Circular Letters and general technical, financial and administrative correspondence,
 - Texts for the IHO website,
 - IHO publications,
 - IH Bulletin,
 - Reports of I.H. Conferences and Meetings,
 - Proceedings of the I.H. Conferences and Special Symposia.
- Proof-read and verify official translations in French that have been outsourced.
- Maintain up to date allocated sections of the IHO website, posting relevant information as required.
- Draft routine correspondence intended for French-speaking IHO Member States and international organizations.
- Provide ad hoc translations from French to English received from French speaking Member States (mails, fax, letters), so as to aid understanding by relevant IHB staff.
- Carry out any other duties related to translation work, as required.

General

- Carry out general IHB support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member



JOB DESCRIPTION

Position: French Translator (FrTr) – Pascale BOUZANQUET
Primary Manager: Assistant Director - Surveying and Operations (ADSO) (Wyatt)

RESPONSIBILITIES:

Under the overall coordination of ADSO and in cooperation with HFrTr (Vankrikelen) as appropriate:

- Translate texts from English to French. This will include:
 - Letters, Circular Letters and general technical, financial and administrative correspondence,
 - Texts for the IHO website,
 - IHO publications,
 - IH Bulletin
 - Reports of I.H. Conferences and Meetings,
 - Proceedings of the I.H. Conferences and Special Symposia.
- Proof-read and verify official translations in French that have been outsourced.
- Maintain up to date allocated sections of the IHO website, posting relevant information as required.
- Draft routine correspondence intended for French-speaking IHO Member States and international organizations.
- Provide ad hoc translations from French to English received from French speaking Member States (mails, fax, letters), so as to aid understanding by relevant IHB staff.
- Carry out any other duties related to translation work, as required.

General

- Carry out general IHB support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member

JOB DESCRIPTION

Position: Spanish Translator (SpTr) – Mary Paz MURO
Primary Manager: Assistant Director - Surveying and Operations (ADSO) (Wyatt)

RESPONSIBILITIES:

Under the overall coordination of ADSO and in cooperation with HFrTr (Vankrinkelen) as appropriate:

- Translate texts from English or French to Spanish. This will include:
 - Letters, Circular Letters and general technical, financial and administrative correspondence,
 - Texts for the IHO website,
 - IHO publications,
 - IH Bulletin,
- Proof-read and verify official translations in Spanish that have been outsourced.
- Maintain up to date allocated sections of the IHO website, posting relevant information as required.
- Draft routine correspondence intended for Spanish-speaking IHO Member States and international organizations.
- Provide ad hoc translations from Spanish to English or French received from Spanish speaking Member States (mails, fax, letters), so as to aid understanding by relevant IHB staff.
- Carry out any other duties related to translation work, as required.

General

- Carry out general IHB support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: Information Technology Officer (ITO) – Dan COSTIN

Primary Manager: Assistant Director Digital Technology (ADDT) (Pharaoh)

RESPONSIBILITIES:

Under the overall coordination of ADDT:

- Provide day-to-day IT hardware and software Helpdesk support to IHB staff, including initial fault finding, software configuration, network integration and assistance and advice regarding standard office software and hardware issues.
- Carry out routine network maintenance tasks including daily server backups and routine workstation backups.
- Ensure the provision of network proxy, mail and file server services.
- Maintain and administer systems security processes.
- Carry out routine hardware and software maintenance of IT equipment and peripherals including installation, clean-up, defrag, updates and modifications/upgrades and loading with consumables.
- Install and configure IT and audio visual equipment required for meetings, conferences, and exhibition areas, including the International Hydrographic Conferences.
- Maintain the functioning (but not content) of the IHO website and intranet servers and act as Webmaster.
- Manage adequate stock levels of IT consumables.
- Investigate and provide advice on software and hardware options for resolving IT related problems or shortcomings within the IHB. Carry out negotiations with respect to procurement of HW and SW items, and manage their subsequent implementation as required.
- Liaise with external contractors concerning IT related repairs and installations. Schedule and supervise all related work activities.
- Investigate and propose software and hardware solutions for new IT requirements in the IHB.
- Manage the installation, integration and implementation of corporate software applications adopted by the IHB.
- Carry out day-to-day Administrator activities for the IHO S-63 Data Protection Scheme.
- Maintain the inventory of IT equipment and supervise the receipt of new equipment and the disposal of obsolete equipment.
- Carry out other IT and administrative support tasks as required by the Directing Committee.
- [Act as IHO S-100 Registry as Registry Manager (*anticipated from late 2013*).]
- [Act as S-100 Register Manager for designated registers (*anticipated from late 2013*).]
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member

JOB DESCRIPTION

Position: Head of Registry (HREG) – Barbara WILLIAMS
Primary Manager: Assistant Director - Surveying and Operations (ADSO) (Wyatt)

RESPONSIBILITIES:

Under the general supervision of ADSO:

- Manage the central filing system/archives and the IHB correspondence system in liaison with REG (Mollet).
- Draft routine Circular Letters for approval by the DC.
- Proof read approved drafts of Circular Letters, Conference documents, articles for the I.H. Bulletin and other similar texts, as required (in English) and pass them for translation into other languages (French, Spanish) and manage the subsequent publication in English and French, and Spanish as appropriate.
- Collate replies to Circular Letters, Finance Committee Circular Letters, Conference Circular Letters, etc. and bring up for action to the DC, as appropriate.
- Coordinate with PA (Fontanili), REG and WPE (Belmonte) regarding document preparation and associated secretarial work.
- Prepare routine Staff Memos, and others as directed.
- Liaise with the External Relations Department of the Monaco Government concerning the status of approval of the Protocol of Amendments to the Convention on the IHO and applications for membership of the Organization.
- Maintain up to date allocated sections of the IHO website, posting relevant information as required, via WPE.
- Provide translations from French into English, as required, of incoming correspondence, including Member State comments in response to CLs, Conference Proposals, etc. and to aid the understanding of relevant IHB staff.
- In the absence of PA and/or REG, undertake their key duties and responsibilities.
- Liaise with and assist the précis-writing team at Conferences.

General

- Carry out other general IHB administrative and support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: Registrar (REG) - Mireille MOLLET
Primary Manager: Assistant Director - Surveying and Operations (ADSO) (Wyatt)

RESPONSIBILITIES:

Under the overall coordination of ADSO and in coordination with HREG (Williams):

Registration and Reception

- Provide visitor reception services.
- Register all incoming and outgoing mail.
- Dispatch Circular Letters and publications.
- Arrange hotel reservations and provide assistance as required for delegates to IHO meetings in Monaco.
- Assist in finalizing word-processed letters, documents and related registry tasks.
- Input data in data-bases (as directed by the Directing Committee).
- Maintain correspondence data-bases (addresses on yearbook, mail, etc...).
- Maintain up to date allocated sections of the IHO website, posting relevant information as required, including "Visiting the IHB" and "IHO MS" webpages or data bases.

Library

- Organize and maintain the IHB Reference Library.
- Oversee the acquisition of new publications and subscriptions to periodicals.

IHO Publications

- Register and process orders for publications including issuing invoices.
- Operate the credit card payment system.
- Reproduce publications on CD Rom on demand.
- Monitor stock level of publications (in paper form).
- Organize the publication room (storing of new publication, deleting obsolete ones).

General

- Carry out other general IHB administrative and support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: Cartography and Graphic Arts Assistant (CGA) – Daniel MENINI

Primary Manager: Assistant Director Charting and Services (ADCS) (Huet)

RESPONSIBILITIES:

Under the overall coordination of ADCS:

- Maintain the collection of INT charts, digital charts (ENCs & RNCs) and nautical publications produced by Member States.
- Maintain S-11 Part B - *IHO Catalogue of INT Charts*.
- Prepare posters and cartographic displays for IHO Conferences, meetings and exhibitions, including Heritage Day and World Hydrography Day.
- Maintain the GEBCO Gazetteer of Undersea Feature Names.
- Print bound and high-volume IHO publications and documents.
- Create illustrations for IHO publications and presentations.
- Prepare, design as required, and supervise the acquisition of mementos and special stationery, such as prizes, engravings, banners, posters, frames, plaques, envelopes, business cards, et cetera.
- Fulfil photographic requirements of the IHB.
- Provide support for the preparation of IHO conferences, meetings and similar events.
- Supervise 'stagiaires' from local schools.
- Deliver cartography-related presentations as required (for example, in connection with Heritage Day or World Hydrography Day).

General

- Carry out other general IHB administrative and support tasks as required and as assigned by the Directing Committee from time to time.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member
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JOB DESCRIPTION

Position: Bureau Support Assistant (BSA) – Areski MAACHE

Primary Manager: Manager Finance and Administration (MFA)

RESPONSIBILITIES:

Under the general supervision of MFA:

Housekeeping tasks:

- Monitor and organise the maintenance of the Bureau premises (such as: air conditioning, lighting, repairs, cleaning and insurance interventions).
- Organise IHB security and access arrangements.
- Ensure that all public and common areas are uncluttered and orderly.
- Set up conference rooms for meetings, conferences, associated social events, and exhibition areas including the IHC (in conjunction with ITO (Costin))
- Fly Member States' flags on corresponding national days.
- Monitor safety arrangements and report any deficiencies or irregularities

Logistics:

- Liaise with local and other relevant administrative authorities (e.g. Relations extérieures, car park, the Domaines, the syndic, cartes de séjour, car registration, etc.) concerning the day to day operation of the Bureau.
- Liaise with relevant Governmental departments with regard to the maintenance of the IHB premises and President's apartment.
- Provide the DC and internationally-recruited staff with logistics and local liaison support as required.
- Maintain appropriate stock levels of office consumables.
- Prepare annual forecast for replacement furniture and fittings and obtain quotations for office furniture as required.
- Maintain the inventory of Bureau property (excluding computers and IT equipment) in conjunction with AAO (Brunel).

Production tasks:

- Reproduce stocks of IHO publications, including photocopy reproduction and binding, burning and labelling of digital media.
- Assist HREG (Williams) and REG (Mollet) with the storage of archived files and library books, respectively.
- Carry out other general administrative and logistic support tasks as required by the Directing Committee.
- Undertake relevant continuing professional education and training.

Primary Manager	Date	Staff Member

Annex 3

Summary of classification results – Point Rating Sheets



General Service
Job Evaluation System
 International Civil Service Commission

Post Rating Summary
 Scoring Base : NMS

<i>Title :</i>	<i>Post Number :</i>	<i>CCOG :</i>	<i>Type :</i>	<i>Grade :</i>	<i>Points :</i>	<i>Old Grade :</i>
Personal Assistant to the Directing Committee	8	2.1.01	new	G6 at the 53rd Percentile	586	

Nature of Work (Factors : 4/iii/d)

<i>Primary Characteristics of Work</i>	<i>Critical Competencies and Behaviours</i>	<i>Measures of Success</i>
Specialized process execution		

Focus: Work involves delivering specialised support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives.

Deliverable: Programme Support

Scope: Either scope and depth moderate, or scope limited and depth substantial, or scope substantial and depth limited
 Issues require considerable interpretation of the subject matter
 Or
 Exposure to potentially serious physical/health risks.

Knowledge/Skills/Expertise: Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit.
 Skill to carry out work involving the operation of specialized equipment, instrument, tools or devices requiring adjustment, calibration or adaptation
 Work requires specialized training and/or experience to resolve a wide variety of interrelated problems.

Organizational Environment (Factors : 8/f)

<i>Primary Characteristics of Work</i>	<i>Critical Competencies and Behaviours</i>	<i>Measures of Success</i>
Independent Service Support		

Organizational Context: Organizational context empowers incumbent with opportunities to make proposals affecting both the design and delivery of specialised processes. Oversight concentrates on result delivery and integrating specialised process support with programme substance.

Managerial Guidance Received: Managerial guidance received focuses primarily on the facilitation of process delivery & process impact

Teamwork and Relationships (Factors : 12/j/ii)

<i>Primary Characteristics of Work</i>	<i>Critical Competencies and Behaviours</i>	<i>Measures of Success</i>
Specialized Service Delivery		

Engagement: Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.

Contacts: A range of clients, associates, and/or stakeholders in various organizational units including several outside of the organization.

Languages: Usage of 2 languages

Results (Factors : 16/m)

<i>Primary Characteristics of Work</i>	<i>Critical Competencies and Behaviours</i>	<i>Measures of Success</i>
Process Consistency		

Impact of Actions: Affect the delivery of several aspects of support services. Work directly influences the output of other organizational entities, impacting on the deliverables of other services.

Team Roles: Plays a lead role in the provision of specialized activities which may be performed independently or may involve leading and/or consolidating work performed by others.



General Service
Job Evaluation System
 International Civil Service Commission

Post Rating Summary
 Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Points :	Old Grade :
Information Technology Officer	6	2.1.05	new	G6 at the 24th Percentile	559	

Nature of Work (Factors : 4/iii/d)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized process execution		

- Focus:** Work involves delivering specialised support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives.
- Deliverable:** Programme Support
- Scope:** Either scope and depth moderate, or scope limited and depth substantial, or scope substantial and depth limited.
 Issues require considerable interpretation of the subject matter.
 Or
 Exposure to potentially serious physical/health risks.
- Knowledge/Skills/Expertise:** Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit.
 Skill to carry out work involving the operation of specialized equipment, instrument, tools or devices requiring adjustment, calibration or adaptation.
 Work requires specialized training and/or experience to resolve a wide variety of interrelated problems.

Organizational Environment (Factors : 8/f)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Independent Service Support		

- Organizational Context:** Organizational context empowers incumbent with opportunities to make proposals affecting both the design and delivery of specialised processes. Oversight concentrates on result delivery and integrating specialised process support with programme substance.
- Managerial Guidance Received:** Managerial guidance received focuses primarily on the facilitation of process delivery & process impact

Teamwork and Relationships (Factors : 12/i/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Consistent Service Delivery		

- Engagement:** Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.
- Contacts:** Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside of the organization.
- Languages:** Usage of 2 languages

Results (Factors : 16/m)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Process Coistency		

- Impact of Actions:** Affect the delivery of several aspects of support services. Work directly influences the output of other organizational entities, impacting on the deliverables of other services.
- Team Roles:** Plays a lead role in the provision of specialized activities which may be performed independently or may involve leading and/or consolidating work performed by others.

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General Service
Job Evaluation System
 International Civil Service Commission

Post Rating Summary
 Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Points :	Old Grade :
Website and Publications Editor	7	2.1.05	new	G6 at the 24th Percentile	559	

Nature of Work (Factors : 4/iii/d)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized process execution		

- Focus:** Work involves delivering specialised support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives.
- Deliverable:** Programme Support
- Scope:** Either scope and depth moderate, or scope limited and depth substantial, or scope substantial and depth limited.
 Issues require considerable interpretation of the subject matter.
 Or
 Exposure to potentially serious physical/health risks.
- Knowledge/Skills/Expertise:** Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit.
 Skill to carry out work involving the operation of specialized equipment, instrumental tools or devices requiring adjustment, calibration or adaptation.
 Work requires specialized training and/or experience to resolve a wide variety of interrelated problems.

Organizational Environment (Factors : 8/f)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Independent Service Support		

- Organizational Context:** Organizational context empowers incumbent with opportunities to make proposals affecting both the design and delivery of specialised processes. Oversight concentrates on result delivery and integrating specialised process support with programme substance.
- Managerial Guidance Received:** Managerial guidance received focuses primarily on the facilitation of process delivery & process impact

Teamwork and Relationships (Factors : 12/i/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Consistent Service Delivery		

- Engagement:** Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.
- Contacts:** Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside of the organization.
- Languages:** Usage of 2 languages

Results (Factors : 16/m)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Process Consistency		

- Impact of Actions:** Affect the delivery of several aspects of support services. Work directly influences the output of other organizational entities, impacting on the deliverables of other services.
- Team Roles:** Plays a lead role in the provision of specialized activities which may be performed independently or may involve leading and/or consolidating work performed by others.



General Service

Job Evaluation System

International Civil Service Commission

Post Rating Summary

Scoring Base : NMS

Title :	Post Number :	CGOG :	Type :	Grade :	Points :	Old Grade :
Administration and Accounting Assistant	4	21.03	new	G7 at the 22nd Percentile	663	

Nature of Work (Factors : 4/iv/d)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized process execution		

- Focus:** Work involves delivering specialised support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives.
- Deliverable:** Programme Support
- Scope:** Either scope broad and depth moderate,
Or
Moderate scope and substantial depth.
Intricate, requiring substantial analysis and treatment of the subject matter
- Knowledge/Skills/Expertise:** Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit.
Skill to carry out work involving the operation of specialized equipment, instrument, tools or devices requiring adjustment, calibration or adaptation.
Work requires specialized training and/or experience to resolve a wide variety of interrelated problems.

Organizational Environment (Factors : 7/g)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Independent Service Support		

- Organizational Context:** Organizational context allows for some degree of independence and provides opportunities for the incumbent to identify and raise issues affecting efficient process delivery.
- Managerial Guidance Received:** Managerial focus is primarily on facilitation and coordination.

Teamwork and Relationships (Factors : 12/j/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized Service Delivery		

- Engagement:** Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.
- Contacts:** A range of clients, associates, and/or stakeholders in various organizational units including several outside of the organization.
- Languages:** Usage of 2 languages

Results (Factors : 17/m)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Service Integrity		

- Impact of Actions:** Affect delivery of all aspects of the support services provided by the unit, impacting on a broad range of clients and the productivity and timely and accurate delivery of activities and operations
- Team Roles:** Independently responsible for product/service quality. Incumbent may provide on-going substantive supervision of a team with responsibility to evaluate work processes and products and their impact on the business of the work unit.



General Service

Job Evaluation System

International Civil Service Commission

 Post Rating Summary
 Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Poms :	Old Grade :
Head Registrar	3	2.1.02	new	G5 at the 41st Percentile	435	

Nature of Work (Factors : 3/iii/c)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Process Specialized		

- Focus:** Work involves delivering specialized support activities/processes requiring evaluation, comparison and choice of action from many different alternatives.
- Deliverable:** Specialized Support
- Scope:** Either scope and depth moderate, or scope limited and depth substantial, or scope substantial and depth limited.
 Issues require considerable interpretation of the subject matter
 Or
 Exposure to potentially serious physical/health risks.
- Knowledge/Skills/Expertise:** Knowledge of the essential elements of a technical or administrative field of work and of work flow in the organizational unit.
 AND/OR
 Work requires basic operation of complex or specialized equipment.
 Knowledge attained through considerable experience, training or self-study is required. Proficiency/experience in applying established elements of the discipline, including the required tools.

Organizational Environment (Factors : 7/e)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Targetted Service Support		

- Organizational Context:** Organizational context allows for some degree of independence and provides opportunities for the incumbent to identify and raise issues affecting efficient process delivery.
- Managerial Guidance Received:** Supervision received provides developmental & technical support & focuses on quality of process execution

Teamwork and Relationships (Factors : 12/i/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Consistent Service Delivery		

- Engagement:** Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.
- Contacts:** Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside of the organization.
- Languages:** Usage of 2 languages

Results (Factors : 15/m)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Focused Process Impact		

- Impact of Actions:** Affect delivery of discrete support services with work interrelated with that of others in the same organizational unit or occupation and affects the timely accurate completion of the processes or services provided by others inside and outside the immediate organizational unit.
- Team Roles:** Plays a lead role in the provision of specialized activities which may be performed independently or may involve leading and/or consolidating work performed by others.



General Service

Job Evaluation System

International Civil Service Commission

 Post Rating Summary
 Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Points :	Old Grade :
Registrar	2	2 1.02	new	G4 at the 76th Percentile	352	

Nature of Work (Factors : 2/iii/b)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
General Process oriented		

Focus: Work involves completing standard support activities/processes requiring transformation & choice of action from several accepted alternatives

Deliverable: Process Execution

Scope: Either scope and depth moderate, or scope limited and depth substantial, or scope substantial and depth limited.

Issues require considerable interpretation of the subject matter.

Or

Exposure to potentially serious physical/health risks.

Knowledge/ Skills/ Expertise: Knowledge of commonly used rules, procedures and/or operations to perform a variety of repetitive tasks;

AND/OR

Work requires frequent application of standard equipment or proficiency in office tools.

Expertise:

Work requires some related experience or training.

Organizational Environment (Factors : 7/e)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Targetted Service Support		

Organizational Context: Organizational context allows for some degree of independence and provides opportunities for the incumbent to identify and raises issues affecting efficient process delivery.

Managerial Guidance Received: Supervision received provides developmental & technical support & focuses on quality of process execution.

Teamwork and Relationships (Factors : 11/i/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Basic Service Delivery		

Engagement: Providing assistance involving the exchange of routine information and limited discussion.

Contacts: Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside of the organization.

Languages: Usage of 2 languages

Results (Factors : 15/k)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Contained Process Impact		

Impact of Actions: Affect delivery of discrete support services with work interrelated with that of others in the same organizational unit or occupation and affects the timely accurate completion of the processes or services provided by others inside and outside the immediate organizational unit

Team Roles: Participates as a team member in a collaborative environment within a diverse workforce. May explain or demonstrate work functions or processes to other employees who join the work group for a short period of time.



General Service

Job Evaluation System

International Civil Service Commission

Post Rating Summary

Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Points :	Old Grade :
Cartography and Graphic Arts Assistant	5	2.p	new	G7 at the 38th Percentile	686	

Nature of Work (Factors : 4/iv/d)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized process execution		

- Focus:** Work involves delivering specialised support activities/processes requiring evaluation, interpretation, adaptation and selection of courses of action from many open alternatives.
- Deliverable:** Programme Support
- Scope:** Either scope broad and depth moderate,
Or
Moderate scope and substantial depth.
Intricate, requiring substantial analysis and treatment of the subject matter.
- Knowledge/Skills/Expertise:** Thorough applied knowledge of all elements of the field of work and awareness of its relation to the organization broadly and/or other entities outside the immediate work unit.
Skill to carry out work involving the operation of specialized equipment, instrument, tools or devices requiring adjustment, calibration or adaptation.
Work requires specialized training and/or experience to resolve a wide variety of interrelated problems.

Organizational Environment (Factors : 8/g)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized Service Support		

- Organizational Context:** Organizational context empowers incumbent with opportunities to make proposals affecting both the design and delivery of specialised processes. Oversight concentrates on result delivery and integrating specialised process support with programme substance.
- Managerial Guidance Received:** Managerial focus is primarily on facilitation and coordination.

Teamwork and Relationships (Factors : 12/j/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Specialized Service Delivery		

- Engagement:** Seeking mutual understanding of specialized activities or complex issues and enlisting support through the exchange of a variety of information, requiring discussion, clarification and discretion.
- Contacts:** A range of clients, associates, and/or stakeholders in various organizational units including several outside of the organization.
- Languages:** Usage of 2 languages

Results (Factors : 17/n)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Service Integrity		

- Impact of Actions:** Affect delivery of all aspects of the support services provided by the unit, impacting on a broad range of clients and the productivity and timely and accurate delivery of activities and operations.
- Team Roles:** Independently responsible for product/service quality. Incumbent may provide on-going substantive supervision of a team with responsibility to evaluate work processes and products and their impact on the business of the work unit.



General Service
Job Evaluation System
 International Civil Service Commission

Post Rating Summary
 Scoring Base : NMS

Title :	Post Number :	CCOG :	Type :	Grade :	Points :	Old Grade :
Bureau Support Assistant	1	2.1.02	new	G3 at the 7th Percentile	255	

Nature of Work (Factors : 1/ii/b)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Task Oriented		

Focus: Work involves completing routine tasks/activities which may require verification and some choice of action among well established alternatives.

Deliverable: Task Execution

Scope: Moderate scope or depth of treatment requiring some interpretation of the subject matter.
 Or
 Work involves moderate risks or discomfort typically requiring special safety precautions

Knowledge/Skills/Expertise: Knowledge of commonly used rules, procedures and/or operations to perform a variety of repetitive tasks;
 AND/OR
 Work requires frequent application of standard equipment or proficiency in office tools.

Work requires some related experience or training.

Organizational Environment (Factors : 7/e)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Targetted Service Support		

Organizational Context: Organizational context allows for some degree of independence and provides opportunities for the incumbent to identify and raises issues affecting efficient process delivery.

Managerial Guidance Received: Supervision received provides developmental & technical support & focuses on quality of process execution.

Teamwork and Relationships (Factors : 11/ii)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Basic Service Delivery		

Engagement: Providing assistance involving the exchange of routine information and limited discussion

Contacts: Colleagues in the same organizational unit and associates and immediately served clients in other organizational units and/or outside of the organization.

Languages: Usage of 2 languages

Results (Factors : 14/k)

Primary Characteristics of Work	Critical Competencies and Behaviours	Measures of Success
Limited Immediate	service support	team member

Impact of Actions: Affect the delivery of discrete support activities/processes with impact generally on incumbent's immediate organizational unit or immediate client served.

Team Roles: Participates as a team member in a collaborative environment within a diverse workforce. May explain or demonstrate work functions or processes to other employees who join the work group for a short period of time.

Annex 4

Sample of Benchmark Job Descriptions from the Master Standard for jobs in the General Service category

Benchmark Grade Profile aligned to new GS Master Standard - 2010

1. Position: Senior Office Assistant G-6

2. Nature of the Job Profile

This job profile represents responsibilities typical of work at this grade level in this field of work.

3. Organizational Context and role

This position reports to a senior manager with responsibility for the management or coordination of work for a broad segment of the Organization (i.e. major program, sector, or department). The role of this post is to provide administrative and secretarial support services to the senior manager, in order to ensure the smooth running of the Office and its flow and management of information. This involves direct contact with other staff members and contacts with high-ranking officials, both within and outside the Organization. The post requires the ability to prioritize tasks and to organize work independently based on general direction from the supervisor.

4. Responsibilities

- i. Manages the immediate office with respect to communications, meetings and work flow; identifies complex or sensitive subjects, and contacts, for special treatment as well as priority issues that need to be brought to the supervisor's attention; as appropriate, provides information and guidance to staff at all levels within the organizational unit to ensure understanding of intent and deadlines;
- ii. Arranges appointments and maintains supervisor's calendar, receiving high ranking visitors, places and screens telephone calls and answers enquiries; Organizes high-level meetings including taking responsibility for finalization of the agenda, invitations, the production and distribution of documentation, note taking and preparation of minutes of meetings; follows-up on required actions.
- iii. Organizes and facilitates the administrative work of the office including establishing internal procedures and tracking systems for correspondence and documents; verifies that the work is done in accordance with corporate standards and within established deadlines; monitors work progress and cases of priority and concern to the supervisor;
- iv. Prepares briefing materials for supervisor with official trips or special meetings; drafts responses to written inquiries on a variety of routine and non-routine questions; communicates sensitive information to senior management and coordinates responses to sensitive inquiries on behalf of the supervisor.
- vi. Follows up on the preparation by staff of reports, correspondence, briefing notes and other documents for the supervisor; reviews these documents and makes changes to their format or style, in accordance with standard practices; prepares correspondence for the supervisor's signature, and may make informal translations into another official language.

5. Education, Experience and Language Competencies and Skills

- i. IT Skills – Computer literacy and the ability to effectively use standard office software tools and other office technology to create documentation, exchange and archive e-mail, and maintain electronic filing systems.

Factor II Organizational Environment 8/f**Organizational context Level 8**

A rating of **Level 8** was given because the supervisor relies on the incumbent to provide ongoing advice on improvements to office systems and processes, on administrative procedures and steps that will facilitate team work and the work of the office. In addition the incumbent operates with independence and initiative in seeking the cooperation of senior staff within the work team in following up the manager's decisions and requests.

Managerial Guidance received Level f

The incumbent operates with a high degree of independence and **Level f** is allocated given that the supervision received is focused on the broad outcomes of the work and on facilitation of any issues arising from the incumbent's work.

Factor III Teamwork and relationships 12/j/ii**Engagement Level 12**

Level 12 is appropriate given that the incumbent is constantly involved in enlisting the support and cooperation of members of the senior manager's work team as well as seeking the support of staff and units outside the supervisor's area of responsibility on a wide range of administrative matters.

Contacts Level j

Level j is allocated as the rating for this element as the incumbent maintains an extensive range of contacts both within the organizational as a whole as well as with representatives of other senior managers from external organizations and agencies.

Languages Level ii

The incumbent is required to work in more than one official language of the organization and therefore **Level ii** is an appropriate rating.

Factor IV Results 16/m**Impact of Actions Level 16**

Level 16 is allocated given that the impact of the work of this position affects the delivery of administrative and secretarial services for a major organizational unit or program. The work of this position also has a direct impact on the work of the supervisor and the work of constituent units within the supervisor's area of responsibility affecting the delivery these services.

Team Roles Level m

This position plays a lead role in the provision of range of administrative and support services to the managers and staff of a major organizational unit and undertakes this role with a high degree of independence.

Benchmark Grade Profile aligned to new GS Master Standard - 2010

1. Position: Senior Information Technology Support Assistant G-6

2. Nature of the Job Profile

This job profile represents responsibilities typical of work at this grade level in this field of work.

3. Organizational Context and role

This position is located in an Information Technology Service or Unit which is either a centralized IT support group providing information technology services to a whole organization or is located in a decentralized unit providing IT support to a major department or office of the agency. The position reports to a Systems Analyst/IT Officer with responsibilities for systems development or to the manager of an IT support unit with responsibility for the delivery of user support and help desk functions. The role of this post is typically to provide a range of IT support roles, including supporting the development of applications, undertaking systems administration tasks, and providing support to end users at HQ and/or field offices.

4. Responsibilities

- i. Supports the development, programming, testing, debugging and implementation of new applications and systems; Customizes existing applications using standard technologies such as SQL data base, etc;
- ii. Maintains the organization's computer system infrastructure at HQ and/or decentralized locations including web and data base applications supporting websites;
- iii. Provides support to staff on systems applications deployed including assistance on technical issues and related user queries; The incumbent may also provide IT application support to field or other decentralized offices including undertaking short missions to implement new systems;
- iv. Develops technical documentation and manuals; Assesses training needs and organizes structured and ad hoc training to users as required.
- v. Assists in the development and maintenance of IT service or help desk processes including the development and maintenance of service level agreements with user departments;
- vi. Assists in the management of specialized IT projects, particularly in the area of development and implementation of new systems and applications.
- vii. Prepares periodic and ad hoc reports.

5. Education, Experience and Language Competencies and Skills

i. IT Skills – Computer literacy and the ability to effectively use standard office software tools and other office technology to create documentation, exchange and archive e-mail, and maintain electronic filing systems.

ii. Service Orientation – Shows a high sense of confidentiality, initiative and good judgement. Takes responsibility to respond to internal and external service needs promptly and proactively, involves supervisor only on rare occasions. Takes initiative to ensure that deadlines, rules and regulations are met. Uses own discretion to address unforeseen situations.

v. Education – Completion of Secondary School Education.

vi. Language – Working knowledge of one of the languages of the Organization is required.

6. Evaluation under the Master Standard

The following evaluation ratings against the Master Standard for the General Service category, are ratings which would normally be ascribed to a position with these responsibilities.

Overall rating 4/iii/d 8/f 12/i/ii 16/m 559 G-6

The total points score is 559 which equates to a grade of G6 at the 24th percentile.

Factor I Nature of Work 4/iii/d

Focus Level 4

A rating of **Level 4** is appropriate given the fact that this position provides specialized technical support processes (i.e. IT systems development and applications programs) to facilitate the organization's overall IT program. This role requires the evaluation of the most appropriate software applications to use in new systems development and the selection of the most effective solutions to resolve identified IT problems.

Scope Level iii

A rating of **Level iii** is applied given that the work is moderate in scope (i.e. confined to the technical support of IT software applications but involving substantial depth of treatment in the identification and resolution of information technology issues.

Knowledge/Skills/Expertise Level d

Level d was allocated as the position requires a thorough knowledge of all elements of standard IT applications and programs deployed within the organization. A high level of skill in the application of office information systems is required involving the adaptation of these systems to meet the needs of organizational units.

Factor II Organizational Environment 8/f

Organizational context Level 8

A rating of **Level 8** was given as the key focus of the position is the development of new IT applications and systems which directly impact the on the delivery of specialized organizational processes. The oversight of the work of the incumbent is focused on achievement of results (i.e. completion of new applications, resolution of technical problems raised by clients etc) with the supervisor focusing on the integration of the incumbent's work into the broader IT program.

Managerial Guidance received Level f

The incumbent operates with a high degree of independence and **Level f** is allocated given that the supervision received is focused on the broad outcomes of the work and on facilitation of any issues arising from the incumbent's work.

Factor III Teamwork and relationships 12/i/ii**Engagement Level 12**

Level 12 is appropriate given that the incumbent is constantly involved in enlisting the support and cooperation of both colleagues from the immediate IT services unit but also client staff from across the organization seeking the deployment of IT applications.

Contacts Level i

Level i is allocated as the rating for this element as contacts are both with colleagues in the IT service unit as well as with a wide range of clients in departments across the organization.

Languages Level ii

The incumbent is required to work in more than one official language of the organization and therefore **Level ii** is an appropriate rating.

Factor IV Results 16/m**Impact of Actions Level 16**

Level 16 is allocated given that the impact of the work of this position affects the delivery of information technology services for units across the organization and through these IT programs has a direct impact on the work of the programs and activities of those organizational units supported by IT programs.

Team Roles Level m

This position plays a lead role in the provision of range of specialized IT support services to the managers and staff of organizational units and undertakes this role with a high degree of independence.

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Benchmark Grade Profile aligned to new GS Master Standard - 2010

1. Position: Documents Management Assistant G-5

2. Nature of the Job Profile

This job profile represents responsibilities typical of work at this grade level in this field of work.

3. Organizational Context and role

This position is one of a number of documents management assistants (with grades ranging from G4 to G6) working in a documents control unit and reporting to a professional manager of the documents control unit, a unit of the Conference Management Service. This Conference service provides conference management and document management services for a number of UN agencies which are co-located at the same duty station. This position works under moderate supervision and contributes to the efficient and timely processing, issuance and distribution of submitted documentation

Responsibilities

- i. Participates as a member of a team, in the processing of documents, publications and formal/official communications (e.g. to ministers of foreign affairs, permanent representatives etc) by receiving and verifying submitted documents/texts to ensure compliance with relevant submission standards and regulations as well as formal protocol and other requirements;
- ii Enters, tracks and updates document information in an electronic documents database and management system; informs senior Assistants and professional officers of technical problems concerning the submission and registration process and assist in resolving these problems;
- iii. Prepares outgoing texts (official communications) for submission to translation services and text processing units by checking accuracy of information, reference material, style and for adherence to established standards, by verifying resolutions, quotations, etc. and by providing basic reference assistance as necessary;
- iv. Assists senior Assistants and Documentation Officers in tracking the workflow, processing schedules and monitoring the progress of work and deadlines for documents and follow up with the substantive offices as needed;
- vi Transmits corrections made by author departments to texts in progress and respond to queries from submitting offices and processing units concerning the status of documentation submitted for processing; negotiate new deadlines with submitting officers if required;
- vii. Processes final communications by presenting them for approval to the submitting office and transmits them to the appropriate addresses through official channels of communication;
- viii. Provides reference assistance and maintains reference databases and collections of documents and other materials;
- ix. Assists in generating statistical reports on documents processed by the unit

Factor II Organizational Environment 7/e**Organizational context Level 7**

A rating of **Level 7** was given because the team environment provides incumbent with opportunities to contribute ideas and proposals for improvements in the efficiency of the documents management processes. In addition supervision is concentrated on ensuring that a sound technical approach is followed adhering to policies and standards, whilst allowing some freedom for delivery of results. Problems encountered are escalated for advice to the supervisor or more senior members of the team.

Managerial Guidance received Level e

The incumbent operates with a moderate degree of independence and **Level e** is allocated given that the supervision received is focused on the quality of process execution in particular the meeting of documents management timelines and quality standards for submissions.

Factor III Teamwork and relationships 12/i/i**Engagement Level 12**

Level 12 is appropriate given that the incumbent is constantly involved in working closely with other members of the documents management team and with client departments submitting documents. These relationships are important to ensure that deadlines are met and that submitted documents adhere to guidelines for the submission of documents.

Contacts Level i

Level i is allocated as the rating for this element as the incumbent maintains a wide range of contacts throughout the organization and with authoring units in other organizations for which the conference services department provides services and support.

Languages Level i

The incumbent is required to work in one official language (normally English) of the organization and therefore **Level i** is the appropriate rating.

Factor IV Results 15/L**Impact of Actions Level 15**

Level 15 is allocated given that the impact of the work of this position affects the delivery of discrete support services and is closely interrelated with the work of other members of the documents management team and affects the timely delivery of documents management processes.

Team Roles Level L

This position plays a key role, as a member of the team in providing advice both to clients departments and to more senior members of the documents management team on documents processing procedures and the progress of delivery against standards and deadlines.

Benchmark Grade Profile aligned to new GS Master Standard -2010

1. Position: Registry Assistant G-4

2. Nature of the Job Profile

This job profile represents responsibilities typical of work at this grade level in this field of work.

3. Organizational Context and role

This position reports to a Registry or Records Management Supervisor and is responsible for maintaining the official paper and electronic records of the Organization in support of the activities of a HQ department or division. This work includes analysis, classification, recording into electronic records management software, indexing, scanning, researching and retrieval and provision of guidance, advice and support to users. The post requires the ability to prioritize tasks and to organize work independently based on general direction from the supervisor.

4. Responsibilities

- i. Coordinate the work of a small registry, or a segment of a large registry, to meet the records management needs and priorities of a division or department;
- ii. Supervise and/or train Registry staff in registry procedures and processes;
- iii. Personally carryout and/or supervise the processing of official records, including electronic communications, in accordance with organization policies and procedures by:
 - Analyzing, evaluating and classifying records
 - Determining routing of records when required
 - Verifying references and ensuring consistency of classification
 - Verifying completeness and accuracy of files returned to registry
 - Scanning records once they are classified, ensuring that the scanned images are properly exported top the server
 - Determining the need for creation of new files, assigning classification codes, file titles and index terms
- iv. Ensure prompt service to client departments/divisions and ensure timely despatch/delivery of correspondence;
- vi. Maintain contact with divisions and departments to provide advice on the improvement of filing and reference systems;
- vii. Define and maintain appropriate access to the registry's on line electronic system.

5. Education, Experience and Language Competencies and Skills

i. IT Skills – Computer literacy and the ability to effectively use standard office software tools as well as corporate records management or registry systems to create documentation, exchange and archive e-mail, and maintain electronic filing systems.

ii. Specialized Skills and Experience – Several years of work experience within a registry, records management or archives unit. Completion of a basic registry or records management training course, including some training on the use of electronic or digital records management systems.

iii. Service Orientation – Shows a high sense of confidentiality, initiative and good judgment. Takes responsibility to respond to internal and external service needs promptly and proactively, involves supervisor only on rare occasions..

iv. Interpersonal and Teamwork skills – Proven ability to work collaboratively with colleagues to achieve objectives and generate positive results. Demonstrates courtesy, tact, patience and ability to work effectively with people of different national and cultural backgrounds.

v. Education – Completion of Secondary School Education.

vi. Language – Working knowledge of two languages of the Organization is required.

6. Evaluation under the Master Standard

The following evaluation ratings under the Master Standard for the General Service category, are ratings which would normally be ascribed to a position with these responsibilities.

Overall ratings: 2/iii/c 7/e 11/i/ii 15/L 338 G-4

The total points score of 338 equates to a grade of G-4 at the 50th percentile.

Factor I Nature of Work 2/iii/c

Focus Level 2

A rating of **Level 2** is appropriate given the fact that this position is involved in completing standard support activities (i.e. standard registry activities including records processing). Work transformation includes the classification, indexing and filing of correspondence and records.

Scope Level ii

A rating of **Level iii** is applied given that the scope of the work is limited (to records and registry processes) but involves considerable depth of treatment (i.e. classifying, indexing, filing searching, recording in digital or electronic records management systems etc).

Knowledge/Skills/Expertise Level c

Level c was allocated as the position requires specialized training in records management or registry processes and procedures, including in the use of digital or electronic records management systems.

Factor II Organizational Environment 7/e

Organizational context Level 7

A rating of **Level 7** was given because the incumbent works with a high degree of operational independence in undertaking the day to day work of the registry and

provision of service to client departments/divisions. Difficult or complex issues (i.e. access to sensitive or confidential documents or files etc) are referred to the supervisor for decision. The incumbent is able to make proposals for improvement of operating procedures and processes.

Managerial Guidance received Level e

Level e is allocated as the nature of supervision received is focused on the successful delivery of client oriented and efficient registry services. The supervisor ensures that ongoing support in terms of both on the job training and attendance at courses covering matters such as the introduction of new digital records management systems is provided to the incumbent.

Factor III Teamwork and relationships 11/i/ii

Engagement Level 11

Level 11 is appropriate given that the incumbent is constantly involved in the provision of services, including advice and responding to queries from client work units. This engagement involves exchange of a variety of information and limited discussion.

Contacts Level i

Level i is allocated as the rating for this element as the incumbent has contacts with clients at all levels within the department or division for which the registry or records management unit is providing services.

Languages Level ii

The incumbent is required to work in more than one official language of the organization and therefore **Level ii** is an appropriate rating.

Factor IV Results 15/L

Impact of Actions Level 15

Level 15 is allocated given that the role of the incumbent has a direct impact on the efficient and timely delivery of registry and records management services to those organizational units for which the incumbent's registry or records management unit has responsibility.

Team Roles Level L

This position provides advice to other staff in the registry but also to client staff in departments or divisions on registry processes or procedures or on technical records management issues (.e. use of digital or electronic records management systems) records procedural, process and technical matters.

Benchmark Grade Profile aligned to new GS Master Standard- 2010

1. Position: Office Assistant G-3

2. Nature of the Job Profile

This job profile represents responsibilities typical of work at this grade level in this field of work.

3. Organizational Context and role

This position works under the supervision of one or more professional staff, or a higher graded GS staff member, a variety of office support tasks that contribute to the timely and effective accomplishment of correspondence, documentation, document production, workflow, retrieval and tracking of information and administrative transaction initiation.

4. Responsibilities

Individual activities vary according to the specific job but will include a combination from among the following:

- A. Word processing, formatting, drafting and collating of correspondence, publications, tables, reports, presentations, and other forms of documentation.
- B. Retrieval and structuring of information and background research from various sources (e.g. Intra-/Internet, office files, central documentation services, etc.).
- C. Responding to internal and external inquiries, or referring to appropriate contacts/units; screening calls, receives and directing visitors.
- D. Setting up and updating archiving and retrieval systems. Maintaining office supplies and coordinating the provision of central services (e.g. translation, printing, building services, etc.). Assisting in the organization of meetings and events; arranges for meeting facilities and equipment, making travel arrangements, preparing correspondence and assembling documents for participants.

Administrative Support Activities

The Office Assistant may also support an officer through initiating a low volume of transactions in relevant administrative systems, including a combination of the following:

- create requisitions for purchase orders, Letters of Agreement and contracts;
- create local orders;
- create purchase orders for author's contracts and for rehiring consultants;
- enter travel details for advance request;
- create travel authorization; submit TA for approval; run reports.

5. Education, Experience and Language Competencies and Skills

A. IT Skills – Intermediate computer literacy and the ability to effectively standard office tools and other office technology equipment to create correspondence and documentation, access the intra/internet, exchange and archive e-mail, and enter data in administrative/financial information systems.

B. Office Management Skills – Some experience in general office work, including experience in the final formatting of official correspondence and documentation. Ability to maintain accurate and precise records. Ability to draft correspondence, accuracy in spelling,

Factor III Teamwork and relationships 11/h/i**Engagement Level 11**

Level 11 is appropriate given that the incumbent is constantly involved in providing assistance on office services to staff of the unit served which involves exchanging information and limited discussions.

Contacts Level h

Level h is allocated as the rating for this element as the incumbents are overwhelmingly within the immediate unit. There may be some infrequent contacts with staff of central administrative units (HR, finance, IT etc) but this would be limited and relate to the exchange of routine information.

Languages Level i

The incumbent is required to work in more than one official language of the organization and therefore **Level i** is an appropriate rating.

Factor IV Results 14/k**Impact of Actions Level 14**

Level 14 is allocated given that the impact of the work of this position relates to discrete office support functions and normally does not go beyond the individual work assignment affecting the work of the immediate unit.

Team Roles Level k

This position participates as part of a team in the provision of range of administrative and support services to the staff of the immediate organizational unit.

Annex 5

Monaco Social Benefits

This information comes from the website of the United States Social Security Administration, Office of Retirement and Disability Policy on Social Security Programs throughout the World: Europe 2012. The exchange rate used is US\$1.00 = 0.77 euros.

Old Age, Disability, and Survivors

Regulatory Framework

First laws: 1944 (workers) and 1958 (self-employed).

Current laws: 1944 (disability), 1947 (old age), 1948 (old age), 1949 (disability), 1962 (old age), 1971 (disability), and 2002 (old age).

Type of program: Social insurance system.

Coverage

Employed persons, including state and local government contractors.

Special systems for self-employed persons, civil servants, and hospital personnel.

Source of Funds

Insured person: 6.15% of covered earnings (old-age and survivor benefits, spouse's supplement and death allowance). For disability benefits, see source of funds under Sickness and Maternity.

The maximum monthly earnings used to calculate contributions are €4,274.

Self-employed person: Not applicable.

Employer: 6.15% of covered payroll (old-age and survivor benefits, spouse's supplement and death allowance) and 0.92% of covered payroll (adjusted annually) finances contributions for periods during which workers paid no contributions but received paid sick or maternity leave, disability benefits, or unemployment benefits.

For disability benefits, see source of funds under Sickness and Maternity.

The maximum monthly earnings used to calculate contributions are €4,274.

Government: None.

Qualifying Conditions

Old-age pension: Age 65 with at least 10 calendar years of employment, including at least 151 to 173 hours of work a year (depending on the year of employment) and at least 60 months of coverage (including periods of paid sick or maternity, paternity or adoption leave and periods of disability or unemployment).

Employment may continue.

Early pension: Age 60 and retired from all active work or employment; age 55 for a woman who has raised three children for at least eight years before the children reach age 16. The insured must not receive sickness, work injury, or unemployment benefits.

Deferred pension: The pension can be deferred after age 65.

Spouse's allowance: Paid if the insured has at least 60 pension points. The spouse must live with the retiree and total household income (including the spouse's allowance) must not exceed 24 times the reference salary.

The number of points acquired during any one-year period is obtained by dividing the insured's monthly declared earnings by the monthly reference salary, up to four pension points a month.

The monthly reference salary is €1,068.50 (October 2011) and is fixed by ministerial decree.

Disability pension: The insured must be younger than age 60 and assessed with a loss of 100% of working capacity (total disability) or the loss of 66.7% of working capacity (partial disability). The insured must have at least 12 months of coverage in the previous 15 months and at least 800 hours of employment in the previous 12 months, including 200 hours in the previous three months.

Survivor pension: The deceased was a pensioner or had at least 10 calendar years of employment at the time of death, including at least 151 hours to 173 hours of work a year (depending on the year of employment) and at least 60 months of coverage (including periods of paid sick or maternity, paternity or adoption leave and periods of disability or unemployment). Eligible survivors are a widow aged 50 or older (any age if caring for a child) or a widower with at least one dependent child; a divorced or separated widow(er) receiving alimony at the time of the insured's death; and orphans younger than age 18 (age 21 if a student or an apprentice). If the widower ceases to care for at least one dependent child, the pension is suspended until the widower reaches age 65 (age 60 if incapable of gainful activity). The widow(er)'s pension ceases on remarriage or cohabitation.

Death allowance: Paid to the surviving spouse of an old-age pensioner. The surviving spouse must not have been divorced or separated from the deceased. If there is no eligible surviving spouse, the allowance is paid to eligible orphans.

Death grant: The deceased was a disability pensioner or had worked at least 120 hours in the month (or 200 hours in the quarter) before death. The benefits are paid (in order of priority) to the deceased's surviving spouse, orphans, or parents.

Old-Age Benefits

Old-age pension: The pension is calculated according to the number of pension points acquired over the total working life multiplied by the value of a point. The number of points acquired during any one-year period is obtained by dividing the insured's monthly declared earnings by the monthly reference salary, up to four pension points a month.

The value of a pension point is €17.81.

The monthly reference salary is €1,068.50 (October 2011) and is set by ministerial decree.

Early pension: The pension is calculated in the same way as the old-age pension.

Deferred pension: The pension is increased by 1.5% for each quarter of coverage after age 65, up to 30%.

The maximum monthly pension is six times the reference salary (€6,411 as of October 2011).

Spouse's supplement: The full supplement is paid if the insured had at least 360 pension points; a reduced amount is paid according to the total number of pension points less than 360. The benefit is paid annually in the last quarter of the year.

Old-age benefits are payable abroad.

Schedule of payments: Pensions are paid monthly in Monaco, France, and Italy and quarterly in other countries.

Benefit adjustment: Benefits are adjusted annually according to changes in the value of the pension point.

Permanent Disability Benefits

Disability pension: The pension is 50% of the insured's average monthly covered earnings in the 60 months before the disability began for a total disability or 30% for a partial disability.

The minimum and maximum monthly pensions depend on the insured's age and whether the insured receives any pension income from another source.

Constant-attendance supplement: 40% of the disability pension.

Disability benefits are payable abroad.

Benefit adjustment: Benefits are adjusted annually in January by ministerial decree.

Survivor Benefits

Survivor pension: The widow(er) receives 60% of the pension the deceased received or was eligible to receive. The pension for a divorced or separated spouse is calculated according to the number of pension points acquired by the deceased while he or she lived with the surviving spouse.

The survivor's pension ceases on remarriage or cohabitation.

Orphan's pension: Each half orphan receives 25% of the pension the deceased received or was eligible to receive. Each full orphan receives 50% of the deceased's pension (50% of the highest pension if both parents were pensioners).

All orphans' benefits combined must not exceed 100% of the deceased's pension.

Survivor pensions are payable abroad.

Benefit adjustment: Benefits are adjusted annually according to changes in the value of the pension point.

Death allowance: A lump sum of 25% of the deceased's annual pension is paid, up to 150% of the reference salary in force at the time of death.

The monthly reference salary is €1,068.50 (October 2011) and is set by ministerial decree.

Death grant: A lump sum of 90 times the deceased's average daily earnings in the last 12 months before death is paid; in the last 60 months before the disability began if the deceased received a disability pension.

The minimum grant is €390.

The maximum grant is €23,400.

Administrative Organization

Independent Employees' Pension Fund (<http://www.caisses-sociales.mc>), with representatives of government, employers, and employees, administers the employees' old-age insurance program. Compensation Fund for Social Services (<http://www.caisses-sociales.mc>), with representatives of government, employers, and employees, administers the employees' disability insurance program.

Sickness and Maternity

Regulatory Framework

First and current laws: 1944, 1949, 1971 (employees), and 1982 (self-employed persons).

Type of program: Social insurance system.

Coverage

Employed persons.

Special systems for self-employed persons and civil servants.

Source of Funds

Insured person: None.

Self-employed person: Not applicable.

Employer: 15.70% of covered payroll. The contribution also finances disability, family, and certain social benefits.

The maximum monthly earnings used to calculate contributions are €7,800.

Government: None.

Qualifying Conditions

Cash sickness benefits: For an incapacity of up to six months, the insured must have at least 120 hours of effective or deemed employment in the last month or 200 hours in the previous quarter; for an incapacity lasting six months or more, the insured must have at least 12 months of contributions in the previous 15 months with at least 800 hours of work in the previous 12 months, including 200 hours in the last three months.

Cash maternity benefits: The insured must have at least one month of coverage in the quarter before the date of conception with at least 85 hours of employment for each month of coverage from the date of conception until the medical confirmation of pregnancy.

Paternity leave benefit: The insured must have at least 120 hours of effective or deemed employment in the last month or 200 hours in the previous three months. The leave period must begin within four months after the date of childbirth.

Medical benefits: The insured must have at least 120 hours of employment in the last month or 200 hours of work or deemed work in the last three months.

Sickness and Maternity Benefits

Sickness benefit: The benefit is 50% of the insured's average daily earnings in the last 12 months (66.6% from the 31st day if the insured has three or more dependent children), up to €130. The benefit is paid after a three-day waiting period for up to 360 days; may be extended for three or four years for chronic or recurring illness.

The benefit may be reduced during periods of hospitalization according to the insured's income and number of dependent children.

Benefit adjustment: If the sick leave period is longer than six months, benefits are adjusted automatically twice a year (in January and in July) according to a coefficient set by law.

Maternity benefit: The benefit is 90% of the insured's average daily earnings in the last 12 months, up to €234. The benefit for the first and second child is paid for eight weeks before and eight weeks after childbirth; for the third and subsequent children, eight weeks before and 18 weeks after childbirth; for

twins with no other children in the household, 12 weeks before and 22 weeks after childbirth; and for other multiple births, 24 weeks before and 22 weeks after childbirth.

Paternity leave benefit: The benefit is 90% of the father's average daily earnings in the 12 months before the date of birth, up to €234. The benefit is paid for up to 12 days, including Sundays and public holidays; 19 days for multiple births or in households with at least two other dependent children.

Workers' Medical Benefits

Reimbursements for medical costs include primary and specialist treatment, hospitalization, laboratory services, pharmaceuticals, dental and eye care, prostheses, and transportation. Medical practitioners and auxiliary medical services charge rates based on income and family size.

The benefit is 80% of the cost of medical services, up to a ceiling. This rate is increased to 100% for pregnancy or certain lengthy and costly treatments.

Dependents' Medical Benefits

Medical benefits for dependents: Medical benefits for dependents are the same as those for the insured.

Administrative Organization

Social Services Compensation Fund (<http://www.caisses-sociales.mc>), with government, employer, and employee representatives, administers the program.

Work Injury

Regulatory Framework

First law: 1930.

Current law: 1958.

Type of program: Mandatory private insurance system.

Coverage

Employed persons.

Exceptions: Self-employed persons.

Source of Funds

Insured person: None.

Self-employed person: Not applicable.

Employer: The total cost. The cost of premiums varies according to the reported risk rate. An additional 24% of the premiums is paid to the Complementary Compensation Fund.

Government: None.

Qualifying Conditions

Work injury benefit: There is no minimum qualifying period. Accidents that occur while commuting to and from work are covered.

Temporary Disability Benefits

The daily benefit is 50% (66.6% from the 29th day after the accident) of the insured's average daily earnings in the month before the accident. The benefit is paid from the day after the accident (the employer must pay the insured's full salary for the day the accident occurred) until recovery or certification of permanent disability.

The maximum daily earnings used to calculate benefits are 0.32% of 15 times the legal annual minimum wage.

Schedule of payments: Benefits are paid at least every 16 days.

Permanent Disability Benefits

Permanent disability pension: The annual pension is 100% of the insured's annual earnings in the 12 months before the accident occurred or the occupational disease began.

The minimum annual earnings used to calculate benefits are the legal annual minimum salary.

The maximum annual earnings used to calculate benefits are 15 times the legal annual minimum salary.

Constant-attendance supplement: 40% of the pension is paid if the insured requires the constant attendance of others to perform daily functions.

Partial disability pension: The annual benefit is 100% of reference earnings multiplied by 0.5 times the assessed degree of disability from 10% to 50% and by 1.5 for a disability greater than 50%.

The monthly reference salary is €1,068.50 (October 2011) and is set by ministerial decree.

The degree of disability is assessed by a commission.

If the assessed degree of disability is less than 10%, a lump sum is paid according to a schedule in law.

Schedule of payments: Benefits are paid quarterly in arrears.

The permanent disability pension can be replaced in full or in part by a lump sum after five years.

Benefit adjustment: Pensions are adjusted according to a coefficient set by law.

Workers' Medical Benefits

Medical benefits include medical, hospital, surgical, and pharmaceutical treatment; rehabilitation; prostheses; and transportation costs.

The employer or the insurer pays all medical costs.

Survivor Benefits

Survivor pension: The pension is 30% of the deceased's annual earnings; 50% if the survivor is aged 55 or older or with a disability.

The benefit is paid to a surviving spouse who was married to, living with, or divorced from the deceased and receiving alimony at the time of the insured's death. The pension for a divorced spouse is reduced by the amount of any alimony paid. The date of marriage must have been before the date of the accident that resulted in the insured's death or at least two years before the date of the insured's death; conditions are waived if the couple had at least one child.

The pension ceases on remarriage if there are no children receiving a survivor benefit and a lump sum of three times the value of the annual pension is paid.

Orphan's pension: The pension is 15% of the deceased's annual earnings for one child; 30% for two children; 40% for three children; plus an additional 10% for the fourth and each subsequent child. Each full orphan receives 20% of the deceased's annual earnings. The child must be eligible for family allowances.

Other eligible survivors: Each dependent parent and grandparent receives 10% of the deceased's annual earnings, up to 30%.

All survivor benefits combined must not exceed 85% of the deceased's annual earnings.

Benefit adjustment: Pensions are adjusted according to a coefficient set by law.

Funeral allowance: Funeral costs are reimbursed, up to a maximum.

Administrative Organization

Licensed private insurance companies administer the program.

Complementary Compensation Fund (<http://www.caisses-sociales.mc>) guarantees benefit payments in case of the insolvency of the employer or insurance company.

Unemployment

Regulatory Framework

Coverage is provided through France's program for unemployment insurance.

Family Allowances

Regulatory Framework

First law: 1938.

Current law: 1954 (family benefits).

Type of program: Employment-related system.

Coverage

Employed persons and persons receiving unemployment benefits.

Exceptions: Self-employed persons.

Source of Funds

Insured person: None.

Self-employed person: Not applicable.

Employer: See source of funds for Sickness and Maternity.

Government: None.

Qualifying Conditions

Family allowance: The benefit is paid for children younger than age 16; 17 if looking for a first job; 21 if a student, an apprentice, or disabled. The earnings of a working child must not exceed €823.18 a month. The head of the household must be insured and have at least 77 hours of work in the relevant month. If both parents are eligible for family allowances, the benefit is paid only once (normally to the head of the household).

Prenatal allowance: The head of the household must be insured and have at least 77 hours of work or deemed work in the relevant month. The mother must undergo a medical examination and provide a formal declaration of pregnancy during the first three months following the date of conception. The mother must also undergo medical examination at the third, sixth, and eighth month of pregnancy and after childbirth. The benefit is paid to an insured woman or the wife of an insured man. If both parents are eligible for family allowances, the benefit is paid only once (normally to the head of the household).

Education grant: The insured must have received family allowances for at least seven months in the previous calendar year, including at least one month in the last four months of the previous year.

New school year allowance (means-tested): The child must be eligible for family allowances and have received family allowances in July of the relevant year. Household income in the year before the application for benefits must not exceed an amount that varies according to the number of dependents.

End-of-year grant (means-tested): The insured must have received family allowances for at least seven months in the previous calendar year, including at least one month in the last three months of the previous year. Household income in the year before the application for benefits must not exceed an amount that varies according to the number of dependents.

Housing allowance (means-tested): The benefit is paid to family allowance beneficiaries and to certain other categories of person residing in Monaco, according to the number of people in the household and household income.

Other benefits: Child care services and other forms of individual and family support may be provided.

Family Allowance Benefits

Family allowance: With 145 hours of covered work, the allowance is €135.80 a month for each child younger than age 3, €203.70 for each child aged 3 to 5, €244.50 for each child aged 6 to 10, and €285.20 for each child aged 11 or older. The allowance is paid in proportion to the hours worked from 77 to 144 hours and is paid monthly to the head of the household or the child's mother or guardian.

Prenatal allowance: With 145 hours of covered work, the allowance is €135.80 a month for up to nine months. The allowance is paid in proportion to the hours worked from 77 to 144 hours. The allowance is paid in three equal parts (two months of benefits in the third month of pregnancy, four months of benefits in the sixth month of pregnancy, and three months of benefits after childbirth).

Education grant: The amount varies according to the level of the studies and whether the child attends school in Monaco (from €64 to €403) or France (from €34 to €403). The grant is paid in October to the head of the household or the child's mother or guardian.

New school year allowance (means-tested): The benefit is €122 for a child younger than age 3, €183 for a child aged 3 to 5, €218 for a child aged 6 to 10, and €257 for a child aged 11 to 21. The benefit is paid in August to the head of the household or the child's mother or guardian.

End-of-year grant (means-tested): €124 is paid in December.

Housing allowance (means-tested): A monthly benefit is paid.

Other benefits: A contribution toward the cost of child care for children up to age 6. Other forms of individual and family support may be provided.

Annex 6

Summary of salaries and allowances of staff of the IHB

1. Directors:

Recruitment	Election at the Conference for a 5 year mandate which is renewable.
Salaries	Alignment from July 2004 with salary scale applicable to United Nation Staff in the Professional and higher category. No differentiation on account of marital status (IV.1.2 (I)).
Gross salary	Gross salary equals the basic salary.
Internal tax	Internal tax levied at the rate of 10% of the gross salary.
Net salary	Net salary is equal to the gross salary minus the internal tax and contributions to all retirement schemes (IRF, PPP and the AMRR).
Adjustments to salaries	Every 3 years calculated on the average awards made to those Monaco Civil Service who are classified in the Heads of Service salary scale (1 st group). Figure provided by the Government of the Principality of Monaco.
Annual bonus	Not applicable.
Monaco Allowance 5% of basic salary	Not applicable.
Dependency allowances	Generally follow UN Common System of salaries, allowances and benefits. No differentiation in salary on account of marital status (IV.1.2 (I)). Children's allowances in the form of a flat allowance per child are available to all eligible Directors. To qualify, a child must be under the age of 18, or, in full-time attendance at a school or university, be under 21 years of age. The children's allowance for a disabled child is twice the usual amount. A secondary dependent allowance equivalent to 35% of the children's allowance may be payable where there is no recognized primary dependent.
Language allowances	Not applicable.
Education allowance	Education grant paid to eligible staff. Grant is based on Education Grant scheme applicable in the UN.
Rental Subsidy	Yes. Based on Rental Subsidy scheme applicable in the UN.
Home leave	Yes. For eligible staff and dependents. Every 2 years.
Leave	Annual leave granted at the rate of 2 ½ working days for each calendar month. Leave must be taken during the calendar year in which it is earned or, at least prior to 31 January of the following year. Leave outstanding after that date shall be forfeited.
Work week	37.5 hours per week.
Overtime	Not applicable.
Special leave	May be granted on a discretionary basis by Directing Committee (marriage or death). Sick

	leave, Maternity leave, Adoption leave and Paternity leave (up to 4 weeks granted) in accordance with UN rules.
Removal expenses	On appointment and separation. Amounts based on UN Common System of salaries and allowances.
Retirement - Pensions	IHB Internal Retirement Fund (IRF) for staff prior to 1 September 1987; Staff are covered by personalized retirement plans, based upon “money purchased” principles under the control of an independent well established insurance company or any other financial institution, unless they exercise the option to maintain a former national pension plan instead of, or in addition to the Bureau or Personal Pension Plans. The IHB contributes 15% of pensionable salary (basic salary minus internal tax). Supplementary Retirement Benefits: Categories A, B and C Staff are affiliated to a supplementary pension scheme operated by the “Association Monegasque de Retraites par Repartition (AMRR). Retirement age is 65 years of age with a minimum qualifying service of ten years.
Health Insurance	Yes. Follow scheme of permanent government Civil Servants of the principality of Monaco.

2. Category A Staff:

Recruitment	Internationally and locally recruited. Currently 3 Category A staff have permanent contracts while 2 Category A staff have the 2+2+5 contract.
Salaries	Alignment from July 2004 with salary scale applicable to United Nation Staff in the Professional and higher category. No differentiation on account of marital status (IV.1.2 (I).
Gross salary	Gross salary equals the basic salary.
Internal tax	Internal tax levied at the rate of 10% of the gross salary.
Net salary	Net salary is equal to the gross salary minus the internal tax and contributions to all retirement schemes (IRF, PPP and the AMRR).
Adjustments to salaries	Based on Monaco Civil Service practice – about 1% is awarded twice a year (January and July) for all staff.
Annual bonus	Not applicable.
Monaco Allowance 5% of basic salary	Not applicable.
Dependency allowances	Generally follow UN Common System of salaries, allowances and benefits. No differentiation in salary on account of marital status (IV.1.2 (I). Children’s allowances in the form of a flat allowance per child are available to all eligible Category A Staff. To qualify, a child must be under the age of 18, or, in

	full-time attendance at a school or university, be under 21 years of age. The children's allowance for a disabled child is twice the usual amount. A secondary dependent allowance equivalent to 35% of the children's allowance may be payable where there is no recognized primary dependent.
Language allowances	Not applicable.
Education allowance	Education grant paid to eligible staff. Grant is based on Education Grant scheme applicable in the UN.
Rental Subsidy	Yes. Based on Rental Subsidy scheme applicable in the UN.
Home leave	Yes. For eligible staff and dependents. Every 2 years.
Leave	Annual leave granted at the rate of 2 ½ working days for each calendar month. Leave must be taken during the calendar year in which it is earned or, at least prior to 31 January of the following year. Leave outstanding after that date shall be forfeited.
Work week	37.5 hours per week.
Overtime	Not applicable.
Special leave	May be granted on a discretionary basis by Directing Committee (marriage or death). Sick leave, Maternity leave, Adoption leave and Paternity leave (up to 4 weeks granted) in accordance with UN rules.
Removal expenses	On appointment and separation for eligible staff. Amounts based on UN Common System of salaries and allowances.
Retirement - Pensions	IHB Internal Retirement Fund (IRF) for staff prior to 1 September 1987; Staff are covered by personalized retirement plans, based upon "money purchased" principles under the control of an independent well established insurance company or any other financial institution, unless they exercise the option to maintain a former national pension plan instead of, or in addition to the Bureau or Personal Pension Plans. The IHB contributes 15% of pensionable salary (basic salary minus internal tax). Supplementary Retirement Benefits: Categories A, B and C Staff are affiliated to a supplementary pension scheme operated by the "Association Monegasque de Retraites par Repartition (AMRR). Retirement is 65 years of age with a minimum qualifying service of ten years.
Health Insurance	Yes. Follow scheme of permanent government Civil Servants of the principality of Monaco.

3. Category B , BT and C Staff

Recruitment	Locally recruited. Become permanent staff members of the IHO.
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Salaries	Salaries of Category B (except BT) and C Staff are established to be comparable with similar posts in the Monaco Civil Service (IV.I.I ©).
Gross salary	Gross salary equals the basic salary.
Internal tax	Internal tax levied at the rate of 10% of the gross salary.
Net salary	Net salary is equal to the gross salary minus the internal tax and contributions to all retirement schemes (IRF, PPP and the AMRR).
Adjustments to salaries	Based on Monaco Civil Service practice – about 1% is awarded twice a year (January and July) for all staff.
Annual bonus	Paid to Category B and C Staff. 1 month basic salary in conformity with the bonus paid to Civil Servants in Monaco. 35% paid in July and 65% pay in December.
Monaco Allowance 5% of basic salary	Paid to Category B and C Staff.
Dependency allowances	Family Allowance and School Grant. All eligible Category B and C Staff with dependent children receive family benefits, in conformity with the current rates in force at the C.C.S.S. (Caisse de Compensation des Service Sociaux). Personnel not receiving and Education Grant for children in full-time education shall receive, where eligible, a School Grant payable once yearly. Family Allowance and the School Grant are not to be considered as being part of salary. Creche and Playschool Allowance. The payment of a Creche Allowance and/or a Playschool Allowance shall be made to Staff Members who satisfy the general requirements laid down by the C.C.S.S.
Language allowances	Payable to Category B and C Staff who show proficiency and competence in a second official language, and who are regularly employed using this second official language. There are 3 levels of language allowance.
Education allowance	Family Allowance, School Grant and Creche or Playschool Allowances as per above.
Rental Subsidy	Not applicable.
Home leave	Not applicable
Leave	Annual leave granted at the rate of 2 ½ working days for each calendar month. Leave must be taken during the calendar year in which it is earned or, at least prior to 31 January of the following year. Leave outstanding after that date shall be forfeited.
Work week	37.5 hours per week.
Overtime	Yes. According to Table V of Staff Regulations.
Special leave	May be granted on a discretionary basis by Directing Committee (marriage or death). Sick leave, Maternity leave, Adoption leave and Paternity leave (up to 4 weeks granted) in accordance with UN rules.

Removal expenses	Not applicable.
Retirement - Pensions	<p>IHB Internal Retirement Fund (IRF) for staff prior to 1 September 1987;</p> <p>Staff are covered by personalized retirement plans, based upon “money purchased” principles under the control of an independent well established insurance company or any other financial institution, unless they exercise the option to maintain a former national pension plan instead of, or in addition to the Bureau or Personal Pension Plans. The IHB contributes 15% of pensionable salary (basic salary minus internal tax). Supplementary Retirement Benefits: Categories A, B and C Staff are affiliated to a supplementary pension scheme operated by the “Association Monegasque de Retraites par Repartition (AMRR).</p> <p>Retirement age is 65 years of age with a minimum qualifying service of ten years.</p>
Health Insurance	Yes. Follow scheme of permanent government Civil Servants of the principality of Monaco.

Annex 7

**Salary scale for the Professional and higher categories showing
Annual gross salaries and net remuneration after application of staff assessment
(in United States dollars)**

Effective 1 January 2102

**Salary scale for the Professional and higher categories showing annual gross salaries
and net equivalents after application of staff assessment
(in United States dollars)**

Effective 1 January 2012

Level	S															
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	
USG	Gross	189,349														
	Net D	146,044														
	Net S	131,432														
ASG	Gross	172,071														
	Net D	133,950														
	Net S	121,297														
D-2	Gross	141,227	144,223	147,221	150,227	153,351	156,476									
	Net D	112,096	114,283	116,471	118,659	120,846	123,033									
	Net S	102,981	104,827	106,666	108,500	110,329	112,147									
D-1	Gross	129,047	131,678	134,304	136,936	139,568	142,197	144,830	147,459	150,093						
	Net D	103,204	105,125	107,042	108,963	110,885	112,804	114,726	116,645	118,565						
	Net S	95,394	97,062	98,728	100,388	102,047	103,702	105,349	106,996	108,638						
P-5	Gross	106,718	108,955	111,195	113,430	115,670	117,905	120,147	122,384	124,622	126,860	129,099	131,336	133,575		
	Net D	86,904	88,537	90,172	91,804	93,439	95,071	96,707	98,340	99,974	101,608	103,242	104,875	106,510		
	Net S	80,734	82,186	83,633	85,079	86,524	87,963	89,402	90,838	92,272	93,703	95,132	96,556	97,981		
P-4	Gross	87,933	89,929	91,924	93,919	95,916	97,910	99,908	102,059	104,219	106,377	108,540	110,696	112,856	115,018	117,178
	Net D	72,467	74,044	75,620	77,196	78,774	80,349	81,927	83,503	85,080	86,655	88,234	89,808	91,385	92,963	94,540
	Net S	67,483	68,918	70,354	71,784	73,215	74,645	76,074	77,500	78,924	80,349	81,770	83,191	84,612	86,030	87,447
P-3	Gross	72,267	74,114	75,962	77,808	79,657	81,503	83,348	85,199	87,046	88,892	90,742	92,586	94,437	96,282	98,128
	Net D	60,091	61,550	63,010	64,468	65,929	67,387	68,845	70,307	71,766	73,225	74,686	76,143	77,605	79,063	80,521
	Net S	56,091	57,433	58,777	60,118	61,462	62,803	64,143	65,488	66,828	68,170	69,508	70,847	72,182	73,521	74,859
P-2	Gross	59,267	60,920	62,571	64,225	65,877	67,528	69,182	70,832	72,485	74,139	75,790	77,443			
	Net D	49,821	51,127	52,431	53,738	55,043	56,347	57,654	58,957	60,263	61,570	62,874	64,180			
	Net S	46,730	47,915	49,096	50,279	51,461	52,645	53,847	55,046	56,251	57,452	58,650	59,854			
P-1	Gross	46,399	47,878	49,348	50,891	52,476	54,063	55,653	57,243	58,827	60,415					
	Net D	39,439	40,696	41,946	43,204	44,456	45,710	46,966	48,222	49,473	50,728					
	Net S	37,202	38,359	39,516	40,671	41,827	42,982	44,138	45,280	46,416	47,553					

D = Rate applicable to staff members with a dependent spouse or child.

S = Rate applicable to staff members with no dependent spouse or child.

* = The normal qualifying period for in-grade movement between consecutive steps is one year, except at those steps marked with an asterisk for which a two-year period at the preceding step is required.

Annex 8

Monaco

**General Service Category – Annual Salaries and Allowances
(in Euro)**

Effective 1 October 2011



MONACO

General Service Category - Annual Salaries and Allowances
(in Euro) a/

Effective 1 October 2011

Level	I	II	III	IV	V	S	T	E	P	S	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	
1	(Gross) 30011 (Gross Pens.) 29348 (Total Net) 23878 (Net Pens.) 23678 (NPC) 0	31100 30395 24484 24484 0	32189 31441 25290 25290 0	33278 32488 26096 26096 0	34368 33535 26902 26902 0	35457 34582 27708 27708 0	36546 35628 28514 28514 0	37635 36675 29320 29320 0	38724 37722 30126 30126 0	39814 38769 30932 30932 0	40903 39816 31738 31738 0	41992 40862 32544 32544 0	42654 41514 33266 33266 0	43665 42486 33782 33782 0	44843 43549 34617 34617 0	46054 44632 35452 35452 0	47264 45715 36287 36287 0	48474 46797 37122 37122 0	49684 47849 38000 38000 0	50894 48987 38873 38873 0
2	(Gross) 33509 (Gross Pens.) 32722 (Total Net) 26267 (Net Pens.) 26267 (NPC) 0	34638 33805 27102 27102 0	35766 34887 27937 27937 0	36895 35971 28772 28772 0	38023 37053 29607 29607 0	39151 38136 30442 30442 0	40280 39218 31277 31277 0	41408 40301 32112 32112 0	42536 41384 32947 32947 0	43665 42486 33782 33782 0	44843 43549 34617 34617 0	46054 44632 35452 35452 0	47264 45715 36287 36287 0	48474 46797 37122 37122 0	49684 47849 38000 38000 0	50894 48987 38873 38873 0	52104 50707 39748 39748 0	53314 51917 40623 40623 0	54524 53126 41498 41498 0	55734 54337 42373 42373 0
3	(Gross) 37407 (Gross Pens.) 36451 (Total Net) 30076 (Net Pens.) 29151 (NPC) 0	38657 37653 30076 30076 0	39907 38856 31001 31001 0	41157 40058 31926 31926 0	42407 41259 32851 32851 0	43657 42461 33776 33776 0	44965 43683 34701 34701 0	46306 44865 35626 35626 0	47646 46066 36551 36551 0	48987 47269 37476 37476 0	50328 48471 38401 38401 0	51668 49672 39326 39326 0	53009 50874 40251 40251 0	54349 52076 41176 41176 0	55689 53316 42031 42031 0	57029 54656 42886 42886 0	58369 55983 43741 43741 0	59709 57326 44596 44596 0	61049 58662 45451 45451 0	62389 60079 46306 46306 0
4	(Gross) 41715 (Gross Pens.) 40593 (Total Net) 32339 (Net Pens.) 32339 (NPC) 0	43201 42023 33439 33439 0	44730 43452 34539 34539 0	46325 44881 35639 35639 0	47919 46309 36739 36739 0	49513 47737 37839 37839 0	51107 49167 38939 38939 0	52701 50595 40039 40039 0	54296 52024 41139 41139 0	55890 53453 42239 42239 0	57484 54917 43339 43339 0	59078 56403 44439 44439 0	60672 57891 45539 45539 0	62267 59377 46639 46639 0	63861 60864 47739 47739 0	65455 62948 48839 48839 0	67049 64542 50039 50039 0	68643 66136 51139 51139 0	70237 67729 52239 52239 0	71831 69322 53339 53339 0
5	(Gross) 46684 (Gross Pens.) 45198 (Total Net) 35887 (Net Pens.) 35887 (NPC) 0	48451 46782 37106 37106 0	50217 48366 38325 38325 0	51984 49948 39544 39544 0	53751 51533 40763 40763 0	55517 53116 41982 41982 0	57284 54728 43201 43201 0	59051 56377 44420 44420 0	60817 58025 45639 45639 0	62584 59673 46858 46858 0	64351 61321 48077 48077 0	66117 62969 49296 49296 0	67884 64618 50515 50515 0	69651 66265 51734 51734 0	71417 67913 52953 52953 0	73184 69561 54172 54172 0	74951 71565 55391 55391 0	76717 73331 56628 56628 0	78484 75098 57865 57865 0	80251 76862 59102 59102 0
6	(Gross) 52370 (Gross Pens.) 50294 (Total Net) 39870 (Net Pens.) 39870 (NPC) 0	54330 52053 41163 41163 0	56291 53811 42516 42516 0	58252 55632 43869 43869 0	60213 57460 45222 45222 0	62174 59289 46575 46575 0	64135 61118 47928 47928 0	66096 62946 49281 49281 0	68057 64775 50634 50634 0	70017 66604 51987 51987 0	71978 68434 53340 53340 0	73939 70262 54693 54693 0	75900 72091 56046 56046 0	77861 73920 57399 57399 0	79822 75749 58752 58752 0	81783 77596 59505 59505 0	83744 79343 60258 60258 0	85705 81090 61011 61011 0	87666 82836 61764 61764 0	89627 84784 62517 62517 0
7	(Gross) 56697 (Gross Pens.) 56035 (Total Net) 44176 (Net Pens.) 44176 (NPC) 0	60871 58064 45676 45676 0	63045 60093 47176 47176 0	65219 62122 48676 48676 0	67393 64151 50176 50176 0	69567 66179 51676 51676 0	71741 68209 53176 53176 0	73914 70238 54676 54676 0	76088 72267 56176 56176 0	78262 74296 57676 57676 0	80436 76325 59176 59176 0	82610 78354 60676 60676 0	84784 80703 62176 62176 0	86958 82514 63676 63676 0	89132 84784 65176 65176 0	91306 86958 66676 66676 0	93480 89132 68176 68176 0	95654 91306 69676 69676 0	97828 93480 71176 71176 0	100002 95654 72676 72676 0

MONACO

DEPENDENCY ALLOWANCES:

Child Euro 1,724 net per annum.

First dependent child of a staff member without a spouse Euro 3,292 net per annum (for staff who become eligible on or after 1 January 2000).

Euro 3,330 net per annum (for eligible staff on board and already in receipt of amount prior to 1 January 2000).

Spouse

Euro 2,146 net per annum (for staff who become eligible on or after 1 January 2000).

Euro 2,715 net per annum (for eligible staff on board and already in receipt of amount prior to 1 January 2000).

Secondary dependant

Euro 140 net per annum (payable only to eligible staff on board and already in receipt of amount prior to 1 January 1990).

a/ Staff assessment is calculated on the basis of the 36-month average exchange rate of Euro 0.735 to US\$ 1.00. The official United Nations exchange rate for a given month will continue to be used for operational and Pension Fund purposes.

Gross: Gross salaries have been derived through the application of staff assessment to Total Net salaries. Gross salaries are established for purposes of separation payments and as the basis for calculating tax reimbursements whenever UN salaries are taxed.

Gross Pens.: Gross Pensionable salaries have been derived through application of staff assessment to Net Pensionable salaries. Gross Pensionable is the basis for determining Pension Fund contributions under Article 25 of UNJSPF Regulations and for determining Pension benefits.

Total Net: Total net remuneration is the sum of the non-pensionable component and the net pensionable salary.

Net Pens.: Net Pensionable is that part of net salary which is used to derive to the Gross Pensionable Salary. Net Pensionable salary is the Total Net salary less the Non-pensionable component, i.e. 100 per cent of total net salaries.

NPC: Non-Pensionable Component is that part of net salary excluded from application of staff assessment in determination of the Gross Pensionable salary. The Non-Pensionable Component has been established at 0 percent.

LANGUAGE ALLOWANCES (to be included in pensionable remuneration):

First language Euro 1,800 net per annum.
Second language Euro 900 net per annum.

Annex 9

**Point Rating Summaries of Professional Posts in the IHB under the Master
Standard for Professional and higher categories**

Job Classification System

International Civil Service Commission



Post Rating Summary

		Primary Characteristic of Work	Critical Competencies and Behaviours	Measures of Success
Nature of Work		Cross Programme Cohesion	Organizational Reputation	Masterful
Individual Contribution	<u>Focus</u> Delivering world class expert and authoritative contributions in the profession OR planning, coordinating and directing Directors in diverse professions and organizational entities.	<u>Scope</u> Scope very broad and depth considerable. High intricacy, pace and variety. Competitive and conflicting demands and roles challenged.		
	<u>Deliverable</u> Advancing the organization - speaking authoritatively on behalf of the organization / Directing diverse professions	<u>Context</u> Calls for political prescience, agendas conflicting requiring anticipation and leveraging position.		
Enabling Environment		Enabling	Mission Alignment	Prescient
<u>Organizational Context</u> Organizational structure is flat with high degree of operational and policy delegation for substantive areas. Decision making on programme priorities and policy initiatives is shared.		<u>Exposure/Risk</u> Exposure/risk is shared by the team on quality of design, delivery of service and policy direction. Team management focus is advocacy and representation.		
<u>Managerial Focus</u> Managerial focus is on resource facilitation and programme representation.				
Partnership		Leadership Networking	Organizational Traction	Trust
<u>Engagement</u> Committing the Organization to programmes of action involving significant resources or the prestige of the Organization.		<u>Communities of Interest</u> Organizational stewards, governing bodies, major donors and other leaders of influence.		
Results		Organizational Position within the Community	Visionary Management	Success
<u>Impact of Actions</u> Affect delivery of organization's fundamental mission / mandate and the quality of Organization's overall reputation. Actions inspire corporate standards.		<u>Leadership Roles</u> Organizational Steward OR World Class Expert		
<u>Actions</u>				
Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.				

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
3440	1.a	14	Director	D2	

Comments :

Scoring Base :NMS


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Job Classification System

International Civil Service Commission



Post Rating Summary

	Primary Characteristic of Work	Critical Competencies and Behaviours	Measures of Success
Nature of Work	Integral	Cohesion	Comprehensive Sophisticated
Individual Contribution	<u>Focus</u> Developing new approaches, techniques or policies and establishing important guidelines OR planning, integrating and coordinating professional work.	<u>Scope</u> Scope broad and depth considerable. Substantial intricacy. High pace and variety. Competitive and conflicting demands.	
	<u>Deliverable</u> Ordering, clarifying and adapting the profession/ Managing facets of the profession.	<u>Context</u> Calls for political astuteness, agendas competing, requiring empathy and insight into alternate perspectives.	
Enabling Environment	Catalytic	Bridgebuilding	Seizes Opportunity
<u>Organizational Context</u> Organizational context provides for a high degree of operational freedom. Programme design and delivery are carried out under defined delegations. Oversight is focused on policy guidance and integration with other programme areas.		<u>Exposure/Risk</u> Exposure/risk is shared for both design and delivery. Team management retains authority for policy direction.	
<u>Managerial Focus</u> Managerial focus is primarily concentrated on facilitation and coordination.			
Partnership	Programme Representation	Networking	Relevant Anticipatory
<u>Engagement</u> Building consensus/ agreement and inspiring others to form alliances for concerted actions.		<u>Communities of Interest</u> Clients/ stakeholders widely within the organization, competitors and antagonists outside the organization and large constituencies or major media.	
Results	Cross-Programme Inter-Service	Programme Integrity	Programme Competence
<u>Impact of Actions</u> Affect overall execution of programmes or service / functional areas and the reputation and success of teams. Actions build corporate standards.		<u>Leadership Roles</u> Large/Multiple Team leader/Facilitator OR Expert	
<u>Actions</u> Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.			

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
2410	1.a	13	Assistant Director	P5	

Comments :

Scoring Base :NMS


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Job Classification System

International Civil Service Commission



Post Rating Summary

		Primary Characteristic of Work	Critical Competencies and Behaviours	Measures of Success
Nature of Work		Integral	Cohesion	Comprehensive Sophisticated
Individual Contribution	<u>Focus</u> Developing new approaches, techniques or policies and establishing important guidelines OR planning, integrating and coordinating professional work.	<u>Scope</u> Scope broad and depth considerable. Substantial intricacy. High pace and variety. Competitive and conflicting demands.		
	<u>Deliverable</u> Ordering, clarifying and adapting the profession/ Managing facets of the profession.	<u>Context</u> Calls for political astuteness, agendas competing, requiring empathy and insight into alternate perspectives.		
Enabling Environment		Catalytic	Bridgebuilding	Seizes Opportunity
<u>Organizational Context</u> Organizational context provides for a high degree of operational freedom. Programme design and delivery are carried out under defined delegations. Oversight is focused on policy guidance and integration with other programme areas.		<u>Exposure/Risk</u> Exposure/risk is shared for both design and delivery. Team management retains authority for policy direction.		
<u>Managerial Focus</u> Managerial focus is primarily concentrated on facilitation and coordination.				
Partnership		Programme Representation	Networking	Relevant Anticipatory
<u>Engagement</u> Building consensus/ agreement and inspiring others to form alliances for concerted actions.		<u>Communities of Interest</u> Clients/ stakeholders widely within the organization, competitors and antagonists outside the organization and large constituencies or major media.		
Results		Cross-Programme Inter-Service	Programme Integrity	Programme Competence
<u>Impact of Actions</u> Affect overall execution of programmes or service / functional areas and the reputation and success of teams. Actions build corporate standards.		<u>Leadership Roles</u> Large/Multiple Team leader/Facilitator OR Expert		
<u>Actions</u>				
Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.				

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
2410	1.a, 1.a.01	12	Manager Finance and Administration	P5	

Comments :

Scoring Base :NMS


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Job Classification System

International Civil Service Commission



Post Rating Summary

	Primary Characteristic of Work	Critical Competencies and Behaviours	Measure of Success
Nature of Work	Analytical	Professional Foundation	Rigorous
Individual Contribution	<u>Focus</u> Analyzing, interpreting, Identifying problems, drawing conclusions and making recommendations.	<u>Scope</u> Either scope broad and depth restricted or scope restricted and depth considerable. Substantial intricacy. High pace and variety. Multiple and frequently changing demands.	
	<u>Deliverable</u> Quality professional input.	<u>Context</u> Calls for political sensitivity, agendas complex and not clearly aligned	
Enabling Environment	Collaborative	Professional Development	Dynamic
<u>Organizational Context</u> Organizational context is layered with both substantive, policy and process review characteristic of the controls provided.		<u>Exposure/Risk</u> Exposure/risk is shared in the substantive design; delivery and policy direction authority is still centralized in team management.	
<u>Managerial Focus</u> Managerial focus provides for both substantive oversight and programme facilitation.			
Partnership	Information Acquisition	Primary Responsive Capacity	Responsive
<u>Engagement</u> Persuading and influencing in a generally non-contentious setting.		<u>Communities of Interest</u> Colleagues and collaborators broadly in the same field of work or immediately served clients.	
Results	Professional	Baseline Standard Service	Timely Consistent Appropriate
<u>Impact of Actions</u> Affect performance of systems, processes and team(s). Actions model corporate standards.		<u>Leadership Roles</u> Team Member OR Substantive Contributor	
Actions Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.			

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
1115	1.0	10 and 11	Translator	P2	

Comments :

Scoring Base :NMS


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Job Classification System

International Civil Service Commission



Post Rating Summary

		Primary Characteristic of Work	Critical Competencies and Emphases	Measures of Success
Nature of Work		Analytical	Professional Foundation	Rigorous
Individual Contribution	<u>Focus</u> Analyzing, interpreting, identifying problems, drawing conclusions and making recommendations.	<u>Scope</u> Either scope broad and depth restricted or scope restricted and depth considerable. Substantial intricacy. High pace and variety. Multiple and frequently changing demands.		
	<u>Deliverable</u> Quality professional input.	<u>Context</u> Calls for political sensitivity, agendas complex and not clearly aligned		
Enabling Environment		Collaborative	Professional Development	Dynamic
<u>Organizational Context</u> Organizational context is layered with both substantive, policy and process review characteristic of the controls provided.		<u>Exposure/Risk</u> Exposure/risk is shared in the substantive design; delivery and policy direction authority is still centralized in team management.		
<u>Managerial Focus</u> Managerial focus provides for both substantive oversight and programme facilitation.				
Partnership		Information Acquisition	Primary Responsive Capacity	Responsive
<u>Engagement</u> Persuading and influencing in a generally non-contentious setting.		<u>Communities of Interest</u> Colleagues and collaborators broadly in the same field of work or immediately served clients.		
Results		Professional	Baseline Standard Service	Timely Consistent Appropriate
<u>Impact of Actions</u> Affect performance of systems, processes and team(s). Actions model corporate standards.		<u>Leadership Roles</u> Team Member OR Substantive Contributor		
Actions Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.				

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
1115	1.0	9	Head French Translator	P2	

Comments :

Scoring Base :NMS

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Annex 10

UN Competencies

Core Values and Core and Managerial Competencies

In the context of the Secretary-General's overall human resource management reform efforts, a participatory process was undertaken to define organizational core values and core and managerial competencies. Organizational core values are the shared principles and beliefs that underpin the work of an organization and guide the actions and behaviour of its staff. Core competencies refer to the combination of skills, attributes and behaviour required of all staff, regardless of their level or function. Managerial competencies are the additional skills, attributes and behaviours required of those who manage other staff.

The UN competencies were defined using a participatory process involving interviews and focus groups with a cross-section of staff at all levels throughout the Secretariat, including the Deputy Secretary-General, all heads of Departments and Offices, and several hundred staff in Offices away from Headquarters. Information drawn from the process resulted in the following competency model, which contains three core values, eight core competencies and six managerial competencies.

Core Values

Integrity
Professionalism
Respect for Diversity

Core Competencies

Communication
Teamwork
Planning and Organizing
Accountability
Creativity
Client Orientation
Commitment to Continuous Learning
Technological Awareness

Managerial Competencies

Leadership
Vision
Empowering Others
Building Trust
Managing Performance
Judgement/Decision-making

The Secretary-General communicated this model to all staff in ST/SGB/1999/15 of 13 October 1999. He noted that the value of competencies will come from their application

and integration into other aspects of human resources management. Competencies are now fully integrated into all learning and development activities, the performance management and the staff selection system.

The competencies are elaborated in the booklet entitled *United Nations Competencies for the Future* which can be found online at the following address:

https://careers.un.org/lbw/attachments/competencies_booklet_en.pdf.


Annex 11

The classification point-rating summary for the first draft Director post yields a classification point rating of 3440 points at the D-2 level as per classification point-rating summary.

Job Classification System

International Civil Service Commission

Post Rating Summary

Nature of Work		Cross Programme Cohesion	Organizational Reputation	Masterful
Individual Contribution	<u>Focus</u> Delivering world class expert and authoritative contributions in the profession OR planning, coordinating and directing Directors in diverse professions and organizational entities.	<u>Scope</u> Scope very broad and depth considerable. High intricacy, pace and variety. Competitive and conflicting demands and roles challenged.		
	<u>Deliverable</u> Advancing the organization - speaking authoritatively on behalf of the organization / Directing diverse professions	<u>Context</u> Calls for political prescience, agendas conflicting requiring anticipation and leveraging position.		
Enabling Environment		Enabling	Mission Alignment	Prescient
<u>Organizational Context</u> Organizational structure is flat with high degree of operational and policy delegation for substantive areas. Decision making on programme priorities and policy initiatives is shared.		<u>Exposure/Risk</u> Exposure/risk is shared by the team on quality of design, delivery of service and policy direction. Team management focus is advocacy and representation.		
<u>Managerial Focus</u> Managerial focus is on resource facilitation and programme representation.				
Partnership		Leadership Networking	Organizational Traction	Trust
<u>Engagement</u> Committing the Organization to programmes of action involving significant resources or the prestige of the Organization.		<u>Communities of Interest</u> Organizational stewards, governing bodies, major donors and other leaders of influence.		
Results		Organizational Position within the Community	Visionary Management	Success
<u>Impact of Actions</u> Affect delivery of organization's fundamental mission / mandate and the quality of Organization's overall reputation. Actions inspire corporate standards.		<u>Leadership Roles</u> Organizational Steward OR World Class Expert		
<u>Actions</u>				
Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.				

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
3265	1.p	New Structure	Director IHO	D2	

Comments :

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Annex 12


The classification point-rating summary for the second draft Director post yields a classification point rating of 3265 points at the D-2 level as per classification point-rating summary.

15 December 2013
MBM

Job Classification System

International Civil Service Commission

Post Rating Summary

Nature of Work		Cross Programme Cohesion	Organizational Reputation	Masterful
Individual Contribution	Focus Delivering world class expert and authoritative contributions in the profession OR planning, coordinating and directing Directors in diverse professions and organizational entities.	Scope Scope broad and depth considerable. Substantial intricacy. High pace and variety. Competitive and conflicting demands.		
	Deliverable Advancing the organization - speaking authoritatively on behalf of the organization / Directing diverse professions	Context Calls for political astuteness, agendas competing, requiring empathy and insight into alternate perspectives.		
Enabling Environment		Empowering	Effective Stewardship	Wise
Organizational Context Organizational structure is flat with high degree of operational and policy delegation for substantive areas. Decision making on programme priorities and policy initiatives is shared.		Exposure/Risk Exposure/risk is shared for both design and delivery. Team management retains authority for policy direction.		
Managerial Focus Managerial focus is on resource facilitation and programme representation.				
Partnership		Leadership Networking	Organizational Traction	Trust
Engagement Committing the Organization to programmes of action involving significant resources or the prestige of the Organization.		Communities of Interest Organizational stewards, governing bodies, major donors and other leaders of influence.		
Results		Organizational Position within the Community	Visionary Management	Success
Impact of Actions Affect delivery of organization's fundamental mission / mandate and the quality of Organization's overall reputation. Actions inspire corporate standards.		Leadership Roles Organizational Steward OR World Class Expert		
Actions				
<p>Actions are any emanating product or service and can include (list of examples): decisions; recommendations; advice given; positions taken; steps taken; policies, programmes or procedures developed; inventions; principles, theories or concepts elaborated; agreements reached; research conducted; problems resolved; experiments conducted etc.</p>				

Additionally actions include the conduct of the individual in carrying out work in the context of serving as a role model for colleagues and clients.

Points	CCOG	Post Number	Title	Grade	Old Grade
3440	1.a		Director IHB	D2	

Comments :

Scoring Base :NMS

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