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Conditions of service of staff in the General Service and other locally recruited categories

Methodology for surveys of the best prevailing conditions of employment at duty stations other than headquarters and similar duty stations (survey methodology II)

Report adopted by the International Civil Service Commission

Contents

* ICSC/94/R.1.

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I. Introduction

1. The responsibilities of the International Civil Service Commission (ICSC) with regard to the establishment of salaries for staff in the General Service and related categories are specified under the following sections of the Commission's statute:

(a) Under article 10, paragraph (a), ICSC is to make recommendations to the General Assembly on the "broad principles for the determination of the conditions of service of the staff";

(b) Under article 11, paragraph (a), ICSC is to establish "methods by which the principles for determining conditions of service should be applied";

(c) Under article 12, [at] the "headquarters duty stations and such other duty stations as may from time to time be added at the request of the Administrative Committee on Coordination" (now the United Nations System Chief Executives Board for Coordination (CEB)), ICSC is to establish "the relevant facts for, and make recommendations as to, the salary scales of staff in the General Service and other locally recruited categories".

2. In addition to establishing the methodology under article 11, paragraph (b), the Commission, in accordance with article 12 of its statute, also conducts surveys of conditions of employment at headquarters duty stations. CEB has designated the United Nations as what is referred to as "the responsible agency" to conduct surveys and establish salary scales at all other duty stations where General Service and staff in other locally recruited categories are posted. The responsible agency applies the present methodology approved by the Commission in conducting the surveys and establishing the salary scales. Kingston as the headquarters for one common system organization, is surveyed by the ICSC secretariat. Therefore, functions listed under the United Nations Secretariat as responsible agency in this methodology are performed by the ICSC secretariat, the Chair of the Commission or ICSC, as appropriate.

3. The principle for setting the salaries of staff in locally recruited categories was initially promulgated by the Committee of Experts on Salary, Allowances and Leave Systems, known as the Flemming Committee, in 1949. This led to a document being produced by the Consultative Committee on Administrative Questions in 1952, entitled "The guiding principles for the determination of conditions of service for the General Service category", which governed the salary determination process for General Service staff from 1952 until 1977, when the first salary survey was conducted by the Commission. Those guiding principles have largely been followed in the conduct of surveys since that time. At its thirty-sixth (July/August 1992), forty-sixth (July 1997) and fifty-sixth (March/April 2003) sessions, the Commission decided to reaffirm the Flemming principle, as enunciated at the Commission's fifteenth session (March 1982) (see ICSC/15/R.26, annex VII), as follows:

> It is stated under Article 101 of the Charter of the United Nations that "the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity". To comply with the standards established by the Charter as regards the employment of locally recruited staff, the organizations of the United Nations system must be competitive with those employers in the same labour market who recruit staff of equally high calibre and qualifications for work which is similar in nature and equal in value to that of the organizations. Remaining competitive in order to both attract and retain staff of these high standards requires that the conditions of service for the locally recruited staff be determined by reference to the best prevailing conditions of service among other employers in the locality. The conditions of service,

including both paid remuneration and other basic elements of compensation, are to be among the best in the locality, without being the absolute best.

4. At its sixteenth session (July 1982), the Commission approved a methodology for the conduct of salary surveys at headquarters duty stations. At its twentieth session (July 1984), it approved a survey methodology for the General Service and related categories at non-headquarters duty stations. At its twenty-sixth (July 1987), thirty-sixth (July/August 1992), forty-fifth (April/May 1997), fifty-sixth (March/April 2003), fifty-seventh (July 2003), seventy-second (March/April 2011) and ninety-fourth (July 2022) sessions, the Commission again reviewed both methodologies and decided upon a number of additional changes. In the current methodologies, in addition to revisions aimed at improving the survey process, the Commission also included a pilot application of external salary data at all duty stations. A general description of the pilot project is annexed to methodologies I and II and is referred to in the relevant sections of both methodologies.

5. The establishment of conditions of service for staff in the General Service and other locally recruited categories is a complex technical exercise calling for the cooperation of all parties involved. Accordingly, the methodology describing the survey process should be as transparent as possible. The involvement of staff representatives in the survey process, in conjunction with the organizations and the salary survey specialists, is therefore highly desirable and will contribute to the transparency of the process for all interested parties. The local salary survey committee should have access to information until the resulting salary scale is finally approved and promulgated. The transparency considerations, however, should not compromise the quality of the data collected.

6. Whereas it is preferable to conduct surveys with the participation of the organizations and staff, the technical requirements of a survey could still be met even if one of the parties decided not to participate in the survey.

7. The confidentiality of data provided by the employers is stressed in the invitation to employers and is of great importance in convincing employers to take part in the survey. Similarly, data received from vendors are subject to the same confidentiality measures. The parties represented in the survey will sign a written pledge to maintain this confidentiality (a model confidentiality pledge letter is shown in annex IX), whereas a party that does not take part in the survey does not necessarily make that commitment. A breach of confidentiality, such as divulging any employer-specific survey-related data or data received from vendors to a party outside the ICSC secretariat, the representatives of the responsible and designated agencies, the local salary survey committee and data collectors, can lead to a major disruption of all surveys and should be considered as sufficient reason for the replacement of that individual in the local salary survey committee. The offending individual could also be subject to established disciplinary procedures. Accordingly, survey data, which are accessible to participants throughout the survey process, will be made available to non-participating parties only once the analysis of the data has been completed. Once the survey is completed, the parties may only use information that becomes public through the salary survey report, without identifying employer-specific data. Moreover, contacts with participating employers or vendors aimed at seeking additional information and/or clarifying data collected must be authorized by the salary survey specialist appointed by the responsible agency. This provision should not compromise the need to communicate useful results of the survey to the employers.

8. The methodology survey process described in the present document can be viewed as having four phases:

(a) The preparation phase, which begins with notification by the responsible agency that a comprehensive survey will be conducted, includes the monitoring of outside salary movements, the convening or establishment of the local salary survey committee, updating information on national comparator employers to be surveyed and the compilation of statistics on job and grade distribution of all local common system staff at the duty station;

(b) The data-collection phase begins with the collection, through interviews, of data on salaries, allowances and other conditions of service offered by surveyed employers. This phase, which is limited to six months, ends with the completion of questionnaires by each employer surveyed, as well as any other relevant data and comments that will facilitate a complete and accurate analysis of the data. Under the pilot project, salary data received from vendors could be used to replace some or all employer data as described in annex X;

(c) The data analysis phase, when the data are converted to a format suitable for comparison between the internal conditions of service of United Nations organizations and external conditions applying to surveyed employers;

(d) The decision and salary scale construction phase, in which a recommended salary scale and a schedule of allowances are computed and the results of the survey are reviewed by the responsible agency, which makes the final decision on any issues and promulgates the scale. To maintain harmonization of salaries and allowances within the common system, the comprehensive survey and interim results are expected to be implemented in a coordinated manner among organizations at the relevant duty station.

II. Applicability of survey methodology II

9. Methodology II applies to all duty stations except those covered by methodology I (see ICSC/94/R.16). At the duty stations covered by methodology II, the economic conditions are very diverse and include highly sophisticated, well-developed economies with a large number of suitable employers as well as smaller economies with relatively limited labour markets suitable for comparison. In addition, some duty stations have so few staff that a formal comprehensive survey is not cost-effective. Although the decisions on the appropriate methodology and categorization within methodology II are pragmatic decisions, the conditions at a given duty station are reviewed by the Commission taking into consideration several factors. These include:

(a) The gross domestic product;

(b) The human development index;

(c) The information on population and unemployment;

(d) The size of the population of staff in locally recruited categories at the duty station.

10. The headquarters[1] duty stations are grouped together under survey methodology I. Methodology II applies to all other duty stations.

11. Methodology II is subdivided into five categories (categories I through V as contained in annex III) based on the considerations in paragraph 9. The distinction among the first four categories relates to the number of employers that are to be retained for data analysis. Well-developed economies with larger numbers of employers are required to retain more employers than those with more limited labour markets. The fifth category is for duty stations that have 20 or fewer staff in locally

[1] Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna.

recruited categories. The five categories showing the number of employers to be retained for the survey analysis are as follows:

(a) Category I: requires the retention of 15 employers;

(b) Category II: requires the retention of 10 employers;

(c) Category III: requires the retention of 7 employers;

(d) Category IV: requires the retention of 5 employers;

(e) Category V: duty stations with 20 or fewer staff in locally recruited categories where the simplified survey process is applied, described in section XII of the present methodology.

12. The categorization of the duty stations will be monitored and updated annually by the ICSC secretariat and approved by the Chair of the Commission. For those duty stations that move upward or downward by two or more categories in the current methodology, a transitional measure will apply, whereby the number of employers to be retained will gradually be phased in within two consecutive comprehensive surveys. In addition, the local organizations, on their own initiative or upon the request of the local salary survey committee, may determine that revisions to the categorizations of particular duty stations are required because of significant changes in economic circumstances or the population of the organization staff in locally recruited categories. In such cases, the organizations, prior to initiating a survey, will submit a request to change the categorization through the responsible agency to the Chair of the Commission. The Chair will make the decision on the appropriate category. The decision on the appropriate category for a duty station is an inherent part of the methodology that falls within the competence of the Commission, which delegated the authority to make changes to its Chair.

13. Notwithstanding the degree of flexibility provided for in the methodology, it is impossible to legislate for all conceivable conditions. Because of the diversity of the countries involved there must be some exceptions, owing either to the inability to obtain data or the need to react to specific local conditions. Special measures may therefore be required in some instances. It has to be borne in mind, however, that the collection of greater amounts of data means more reliable survey results.

III. Roles and responsibilities in the survey process

14. In order to enhance the clarity of the survey process, this section describes the roles and responsibilities of the various parties. In this regard, it is noted that the responsible agency, in consultation with the staff, the organizations and the ICSC secretariat, have developed an operational manual to provide more detailed guidance on the various steps and issues in the survey process. It should be noted that the text of the methodology, as adopted by the Commission and contained in the present document, is authoritative and prevails in the event that any discrepancy exists between the operational manual and the methodology. It is, however, intended that the operational manual reflect an authoritative representation of the Commission's methodology.

Responsible agency

15. The overall responsibility for local salary scales has been assigned by CEB to the United Nations Secretariat.

16. The responsible agency may establish a review panel, such as the Headquarters Salary Steering Committee chaired by the United Nations, to deal with issues related

to the salary surveys. They should ensure that salaries of General Service and related categories are established in full compliance with the Flemming principle as reflected in the present ICSC methodology. The responsible agency should consult with the local salary survey committee during all phases of the survey process. Taking into consideration the committee's recommendations, the responsible agency also decides upon the mechanisms and the actual amounts of the interim adjustments and any special measures that may be required.

Coordinating agency

17. The coordinating agency is appointed by CEB. It organizes and coordinates the conduct of the salary survey in the duty station in consultation with the responsible agency. It calls for the formation of a local salary survey committee and appoints its chair. Through its headquarters and in consultation with the other organizations present in the locality, the coordinating agency may also provide any additional comments or information pertinent to the salary survey for review by the responsible agency.

Salary survey specialist

18. A salary survey specialist, appointed by the responsible agency, will be assigned to provide the technical expertise required to conduct a salary survey. The survey specialist guides the local administration and staff in the conduct of a comprehensive salary survey. This specialist acts on behalf of the responsible agency and, thus, is delegated authority to take on-the-spot decisions on certain technical matters, where this is necessary, for the survey to proceed. The specialist is responsible for:

(a) Reviewing the initial preparations made by the local salary survey committee (which usually include such issues as the selection of employers to be surveyed, the application of the benchmarks and monitoring local conditions);

(b) Briefing the survey team on the objectives of the survey interview and on interviewing and job-matching techniques;

(c) Leading the data collection, undertaken locally, as the survey team leader, as well as obtaining external salary data from vendors;

(d) Conducting a quality control check of the data for accuracy once assembled and informing the local salary survey committee of any necessary revisions;

(e) Following up to finalize the data-collection phase and presenting the analysis of data and the results of the survey to the local salary survey committee for evaluation and comments; undertaking the salary scale construction and presenting this information to the local salary survey committee prior to presentation to the responsible agency Where issues arise and there is no consensus reached among the parties, the specialist will present to the responsible agency the views of the parties along with his or her own recommendations for resolution;

(f) Providing information to the responsible agency concerning the data and recommendations presented for the approval and promulgation of the salary scale.

Local salary survey committee

19. The local salary survey committee is the principal partner of the responsible agency at the survey duty stations. It coordinates survey activities and calls for the participation of representatives of administration and staff of the various common system organizations employing staff in locally recruited categories at that duty

station. The local salary survey committee is the forum for staff/management and inter-agency consultations and is aimed at ensuring a broad participatory process for all parties concerned. Hence, an equal number of participants should be nominated from management and staff (see annex XII). The committee is aided by the operational manual developed by the organizations, which provides detailed explanations of the various steps in the survey process.

The Commission and its secretariat

20. The Commission, pursuant to article 11, paragraph (a) of its statute, establishes methodology II but is not actively involved in the conduct of surveys at the duty stations covered by this methodology, except at Kingston, as explained in paragraph 2. Through monitoring and reporting by its secretariat, the Commission is in a position to review the methodology from time to time in order to ensure a reasonable harmonization of the process for determining conditions of service for staff in locally recruited categories at all duty stations. The Chair of the Commission is delegated the authority to determine the categorization of new duty stations and to make decisions on the categorization of existing duty stations when requested to do so by the responsible agency. To ensure a consistent application of the methodology across all duty stations, the ICSC secretariat participates in meetings held by the responsible agency to review and approve the survey results. The ICSC secretariat provides the Commission with periodic reports on the issues that arise in this context, as necessary.

IV. National Professional Officer and other categories of locally recruited staff

21. Although the survey methodology was initially established to govern the conditions of service for General Service staff at non-headquarters duty stations, other categories of staff have since been introduced, in particular the National Professional Officer category.

22. At its twenty-sixth session, the Commission reaffirmed its recognition of the need for the National Professional Officer category and approved a salary survey methodology for that category of staff which was essentially the same as the General Service methodology for non-headquarters duty stations. In addition to the survey methodology, the Commission decided at the same session that the Master Standard for the classification of Professional posts was the appropriate vehicle for classifying National Professional Officer posts.

23. The National Professional Officer issue next arose in 1992, when it had become necessary to review the salary survey methodology for the category as a result of the review of the General Service salary survey methodology for non-headquarters duty stations. At its thirty-seventh session (March 1993), the Commission raised a number of issues relating to the application of the survey methodology to the National Professional Officer category, which had continued to expand. The Commission decided to revert to the issue of the applicability of the methodology to the National Professional Officer category at its thirty-eighth session (July/August 1993) and requested that the matter be reviewed in depth, together with all aspects of the employment of National Professional Officers.

24. At its sixty-third session (July 2006), the Commission reaffirmed its earlier decision in respect of classification standards and salary-setting principles for the National Professional Officer category. The revised common job evaluation standard for the classification of Professional posts should be used to classify National Professional Officer posts, and their conditions of service should be established through

comparisons with nationals at the locality carrying out similar functions at the same levels, through the application of the salary survey methodology promulgated by ICSC.

V. Salary survey methodology for duty stations under methodology II

25. At all duty stations surveyed under methodology II, a comprehensive survey should take place at intervals of five years. Under exceptional circumstances, the periodicity of the comprehensive surveys or interim adjustments could be changed in consultation with the Chair of ICSC, for example, when it is no longer possible to conduct interim mini-surveys owing to the non-participation of retained employers or a significant deterioration of the labour market conditions. The methodology survey process described in sections VI through IX of the present document is applicable to all duty stations. The process has been simplified, as noted below, for application at locations with up to 20 staff in locally recruited categories. This methodology can be viewed as having four phases, described below.

VI. Preparation phase

26. The preparatory phase is normally undertaken at the survey duty stations and is delegated to the local salary survey committee, although certain activities (such as the selection of employers) require the responsible agency's approval. The coordinating agency organizes and coordinates the survey by establishing and chairing the local salary survey committee. In nominating members for the committee, consideration should be given to including some members with previous survey experience to ensure continuity in membership between surveys. An important contribution of the members of the committee, with a balanced representation of organizations and staff, includes local knowledge, both of the organizations and of the local conditions, practices and legislation of the country. As such the committee is responsible for ensuring that correct and up-to-date staff and job statistics are collected from all organizations. It should also gather data, analyse issues and formulate proposals with respect to the selection of jobs, viable employers and applicable legislation of the country, including tax laws. It is further responsible for selecting from among its membership representatives to take part in the data collection and the data analysis phase.

A. Criteria for the selection of employers to be surveyed

27. The selection of employers plays a key role in the determination of levels of remuneration. No guideline can be established that will guarantee that the selected employers are, indeed, representative of and among the best in the labour market. It is, however, essential to have the best possible sample of employers, so that the salary scales resulting from the survey are consistent with the principle of best prevailing rates. While an employer might be unsuitable for the survey because of salary rates that are too low in relation to those prevailing among other employers, no employer should be ruled out of the survey because of salaries that are too high, provided the other criteria are met.

28. To identify in advance those employers that offer the best overall conditions of employment, research and consultation should be carried out, and contact should be made with the representatives of the administrations and staff. This includes identifying the highest-paying employers in each of the sectors of the economy listed in annex II. Other recent salary surveys conducted in the area for similar categories of employees

will also be valuable sources. In addition, the lists of employers from previous surveys are of particular relevance. Headquarters has also conducted research on the patterns of participation and retention by leading employers worldwide. Leaders by sector have been identified and should be sought out for inclusion in salary surveys where they are present in the local labour market. Furthermore, to promote participation in salary surveys, headquarters has established a network of contacts with counterparts in the headquarters of leading transnational employers. Proposals for the inclusion of employers deemed to be among the best should be accepted a priori by the responsible agency, subject only to the criteria mentioned in paragraphs 29 to 34 and to limiting the overall sample to a manageable number. The responsible agency may decide, following consultation with the local salary survey committee, to include employers on the basis of information it possesses on employer pay and human resource policies and to improve the representation of the survey sample. Some form of preliminary inquiry among potential best employers is not to be ruled out, but when undertaken, whether formally or informally, it should have the prior consent of the responsible agency and its format should be agreed upon in advance.

29. The specific criteria followed with regard to employer selection should be applied with a reasonable degree of flexibility so as to meet the individual circumstances of each survey. The employers selected should be reputed to be among those offering the best overall conditions of employment.

30. Surveyed employers should represent a reasonable cross-section of competitive economic sectors, as well as the public service or parastatal organizations, with no sector unduly dominating the sample. Bearing in mind the sectoral representation criteria applicable to the retained employers as set out in paragraphs 65 and 66, the public/non-profit sector, including, where possible, the national civil service, as represented by a mainstream national ministry (e.g. treasury, finance, interior, foreign affairs or a similar ministry), should be represented by at least 25 per cent of the employers retained. In surveying the national civil service, it is important to ensure that the data collected relate to local staff stationed within commuting distance of the duty station. Data relating to staff on diplomatic or official assignment outside the duty station are not pertinent to the survey. All retained employers should meet the criteria specified in paragraph 31.

31. The employers selected should:

(a) Have systematic pay policies. It is also desirable that the employers have a system of job evaluation or a structure by which jobs are ranked;

(b) Be located within commuting distance[2] of the duty station so as to ensure that the employers surveyed are truly reflective of the local conditions at the duty station. No exception should be made to this requirement. If an employer has multiple sites in the locality that follow the same personnel policies, all staff at those sites should be considered in the data analysis;

(c) Have been established in the locality for about five years prior to the survey to ensure that their salaries are not temporarily pegged at an artificially high level for the purpose of recruiting staff away from other best employers;

(d) Not use the United Nations salary scales as the primary basis for setting salaries;

(e) Have at least 20 employees in jobs similar to the General Service.

[2] The distance from the survey duty station within which comparators may be retained is typically interpreted as 50 miles, unless appropriate justification is provided that the normal daily commuting distance in the survey duty station should be greater.

32. To ensure the desirable degree of continuity in the employers surveyed and retained from one survey to the next, the majority of retained employers from the previous survey should normally be retained for the analysis and salary scale construction. However, new employers with a higher level of salaries should not be eliminated from the final analysis owing to continuity considerations.

33. Employers with fewer than 20 staff in jobs comparable to the General Service should be excluded, and all employers eventually retained must meet the criteria established with regard to the minimum number of job matches necessary for retention.

34. In duty stations covered by category IV, exceptions to the minimum requirement at these duty stations should be considered only when no alternatives are available. In any case, all employers eventually retained must meet the criteria with regard to the minimum number of job matches necessary for retention.

35. It is often not possible to establish, prior to the survey interviews, whether the various limiting criteria can be met by each employer surveyed. In view of this, in duty stations where 5 employers must be retained, up to 3 additional employers must be surveyed; to retain 7, 10 and 15 employers, up to 5 additional employers must be surveyed. When, under the previous comprehensive survey, the number of employers retained separately for the General Service and National Professional Officer categories combined was greater than the number of employers required by the present categorization of the duty station, the additional number of employers to be surveyed should be up to five above the combined number of employers retained for the two categories.

B. Criteria for the selection of jobs to be surveyed

36. The effectiveness and reliability of any salary survey are largely determined by the way in which jobs are selected, described and then matched. As a first step, statistics on all jobs need to be compiled, a process that can be accomplished effectively when job titles are carefully applied and in similar fashion by all organizations. In this regard, the Common Classification of Occupational Groups should form the basis for the relevant statistics of the General Service workforce. To start with, the administrations at the duty station should prepare, on the basis of the Common Classification of Occupational Groups, an inventory of the number of staff in each job at the duty station, covering all staff in locally recruited categories irrespective of their duration of contract. If major anomalies in the classification of jobs at a duty station are identified, the local salary survey committee must include this information in its report to the responsible agency.

37. Once accurate statistics on the types and numbers of jobs existing at each grade are compiled, it is possible to identify the principal occupational groups (the ones with the largest numbers of staff) and the most populous jobs for each grade. Principal occupational groups should be represented in the survey by jobs at different grades (ranging from the lowest to the highest), since these jobs make up a significant part of the entire General Service category and because job matching is more accurate when jobs in a series are compared with outside jobs. The representative jobs for the different grades should consist of jobs from the principal occupational groups and other jobs that, in terms of their numbers, are significant. Jobs that are part of a series should preferably be surveyed as a series, even if one job in the series is not statistically significant.

38. Jobs compared should normally be monolingual, using the local United Nations working language as a basis for comparison. It may happen, however, that the local language is not a working language of the United Nations system but that it is used

extensively in daily office work within the United Nations organizations. In that case, jobs may be considered bilingual for job-matching purposes, but this should be clearly indicated by the survey team, and bilingual comparison should be made only for those internal posts requiring bilingual skills.

C. Survey job descriptions

39. The quality of survey job descriptions is crucial to securing reliable and objective job matches. On the basis of the Commission's promulgation of a global job evaluation system for the General Service category in 2009, a number of General Service jobs have been identified for use as salary survey benchmarks. These benchmarks cover the five most common occupations in the United Nations for which comparable positions are most readily found in outside employers, namely, non-clerical office support, secretarial, information technology, administration and finance. Since the internal United Nations population serving in these specific benchmark jobs usually exceeds 60 per cent of the total General Service population, these benchmarks, shown in annex IV, provide a representative basis for salary comparisons. Experience in the most recent round of surveys has found that the use of a common list of survey benchmarks has facilitated survey work.

40. The common salary survey benchmarks do not necessarily describe every duty carried out in each grade in each agency in the duty station. The focus of these benchmarks is to present the principal duties and provide for a clear progression of functions within each occupational series to compare common system jobs with those found in outside employers. In order to ensure a balance between the resources required to conduct the survey and the need to ensure adequate representativity of the benchmark jobs selected, the local salary survey committees should recommend for approval by the responsible agency the 15 benchmarks covering the principal jobs found in a given duty station in the General Service category, including those in peacekeeping missions as appropriate.

D. Questionnaire and other issues

41. The questionnaire is the main instrument used to collect information and is structured on the basis of the objectives of the survey to facilitate the collection of relevant high-quality data. The sample questionnaire shown in annex VI is based on data to be collected, as further discussed in paragraphs 59 to 62.

42. The questionnaire is computerized and designed to incorporate easily all relevant data in order to provide instant analysis and to produce employer reports. Pre-testing of the questionnaire is essential to ensure consistency and to accommodate any special data requirements at specific duty stations. If, in exceptional cases, supplementary data are required to meet the needs of a duty station and labour market, such data may be collected, provided this does not have a negative effect on the survey accuracy or process.

43. Other issues specific to each duty station should also be explored during the preparation phase. Provisional tax and related data (for example, national legislation with regard to remuneration, allowances and entitlements) should be reviewed to assess their impact on the survey result. Data on applicable taxes, legislation and social security provisions should also be collected. Owing to differences sometimes found in working conditions within the organizations of the United Nations common system, information should be collected from all organizations on official hours of work, differences in medical plans and the practice relating to the provision of uniforms, transport and any other important conditions of service. For such conditions

of service, the organization should, to the extent possible, follow a common practice at each duty station.

E. Training

44. Survey team members should have practical experience in the conduct of salary surveys and be familiar with job classification principles. Training in all elements of the survey process is available through the formal training courses and training material provided by the United Nations Secretariat and the ICSC secretariat, and additional training in job matching and interview techniques will be provided by the salary survey specialist before beginning data collection.

VII. Data-collection phase

45. Data should normally be collected by means of on-site interviews conducted by teams, the composition of which is indicated in paragraph 47. The collection of high-quality data is of paramount importance. Where employer participation would be facilitated or the quality of data would be enhanced, the survey teams could use remote data-collection techniques such as teleconferencing, electronic communication exchanges and video or telephone interviews. Where it is difficult or not cost-effective to organize an on-site survey, all data for the survey may be collected by remote means. Where local conditions make it difficult to obtain the employers' data required for survey purposes, the option of using external salary movement data or external salary data could be chosen in accordance with annex V or the terms of reference of the pilot project set out in annex X.

46. The time period allocated to the data-collection phase will be limited to six months from the reference date of the survey. Exceptionally, the phase could be extended by one additional month if the participation of additional employers proposed during the preparation phase has been secured within that period.

A. Survey teams

47. The salary survey specialist leads the data-collection team. The team is generally composed of the salary survey specialist and no more than one representative of staff to whom the resulting scales will apply. If there is a third team member representing the administration, he or she must be an international staff member from the Professional and higher category. All survey team members may be present throughout the data-collection interviews with comparator employers and hence are all privy to the same information. Each has a copy of the questionnaire and benchmarks and may record all answers. Although the salary survey specialist is expected to take the lead in asking questions, all members have the opportunity to ask whatever questions they deem necessary. After the interview, all members agree and sign off on the final information obtained, so that the agreed data can be placed in the database. Since the survey is largely a technical exercise, once the data has been agreed upon and placed in the database, the results may be promulgated upon review and approval by the responsible agency. In the event of disagreements, dispute settlement procedures exist (see para. 58).

48. All members should be released from their regular duties during the period when employer interviews and required meetings of the local salary survey committee are conducted. During the employer interviews, they would no longer represent their normal constituencies (i.e. administration and staff). Safeguards for the confidentiality of the data must be assured. Survey team members should be conversant in the language

spoken by outside employers. In cases where the survey specialist is not conversant in the working language of the employers being surveyed, the help of a professional and independent interpreter could be secured.

B. Interviews

49. In conducting the survey interviews, the survey team members should not be identified as representing any particular organization or constituency. In cases where a team member is not able to take part in the data-collection exercise, the data collector(s) should provide a substantial briefing on the results obtained to that team member. The data-collection interviews should be conducted on the basis of the questionnaire, with pertinent and related questions being asked to clarify particular elements.

50. In the interviews particular emphasis should be placed on the surveyed jobs and their matching. The data collection and subsequent decisions regarding job matching should be well documented and based on specific guidelines.

51. Increasingly, relationships with major transnational employers have been established at the corporate as well as the local level. As a result, it has been found that, in order to secure employer participation, it is not only possible but often preferable for data collection to take place directly between the responsible agency and the officials at the corporate level. Therefore, it is now recognized that the modality of data collection, either through an on-site in-person interview in the locality or by telephone or other electronic media, will be the decision of the responsible agency, after consultation with the local salary survey committee. In order to secure the required degree of transparency and participation, all data collected, regardless of the collection modality, will be made available to the committee during the data analysis and salary scale construction phases. It is the quality and quantity of data collected that is important rather than the method of obtaining the information.

C. Job matching

52. The comparison and matching of survey job descriptions with comparator employers is the most important aspect of the data collection. Principles in job matching need to be established in advance and followed in the interview and job-matching exercise. In establishing job matches, information such as qualification requirements should carry weight similar to that of the statement of duties and responsibilities. Organization charts and an overall description of the common system structure should also assist in establishing accurate job matches.

53. Job matching is conducted as the basis of determining four major elements:

(a) Structure: a detailed organization structure of the employer at all levels of responsibility for the four occupational groups, including levels both above and below those represented in the survey job descriptions;

(b) Content: a specification of grade-determining content for each level in the comparator's structure and the relationships between jobs in the hierarchy. Identification of jobs and levels of the comparable functions of the common system survey job descriptions;

(c) Progression: the occupational progression within the comparator's structure. Identification of experience and training requirements;

(d) Qualifications: identification of the educational requirements for each level of responsibility.

54. Jobs in the General Service and related categories do not require a university degree. However, in cases where outside employers require a university degree for survey jobs, such matches could be accepted if the comparator jobs were held by staff who, like the senior General Service staff in the common system, have reached this level of responsibility on the basis of extensive experience and knowledge.

55. Whereas the common system structure includes a fairly detailed level of specializations in the occupational groups, some employers at certain duty stations do not apply such a level of detail. Instead, such employers may apply grade-level definitions that are not necessarily broken down by occupations. Where a specific job cannot be matched but the employer is able to provide data on comparable levels of responsibility in similar work, job matches may be established. For use in such cases a generic description of responsibilities should be developed, typical for the grade level, or a set of notes to complement the specific survey jobs.

56. For the National Professional Officer category, benchmark jobs in programme management, finance and human resources would normally provide a meaningful basis for comparing jobs. Given the difficulty in obtaining sufficient data and establishing reliable matches corresponding to the NO-D grade, jobs at that grade are not surveyed.

57. For duty stations to which the methodology contained in the present document is applicable, the organizations have established worldwide job matches for an increasing number of transnational employers who maintain global job classification standards. Where such standards exist, the global job matches should be applied, provided that the jobs are encumbered by one or more individuals. Jobs without any incumbents should not be matched under any circumstances.

58. Every effort should be made to arrive at a consensus among members of the survey team on the acceptability of a job match. In this regard it should be noted that, while a comparator employer may propose a job match, the job-matching decision lies with the survey team. However, if no consensus can be reached on a job match or any survey-related matter, the matter will be brought to the responsible agency for decision.

D. Other data to be collected

59. Once the comparability of jobs is established, other data must also be collected on the following:

(a) Salary data for comparable jobs;

(b) Number of employees in jobs similar to the General Service at the duty station;

(c) Other elements of remuneration;

(d) Employers' pay policies;

(e) Leave and hours of work;

(f) Fringe benefits.

60. All salary data collected should relate to the totality of conditions in effect for the reference month of the survey. Annex VI contains the basic data required from the survey in respect of salary minima and maxima, the number of employees, hours of work, allowances and benefits. Normally, data representing the minimum of the salary scale or range would be collected unless the employer's current hiring rates were found to be different, in which case the hiring rates should be used provided that such practice is not of a temporary nature and the questionnaire annotated accordingly.

When presenting data in their final form, the survey team should convert all data to an annual base. All salary data should be expressed in gross figures or clearly identified as net if salaries not subject to tax are collected. It is essential to collect detailed information on all benefits, both quantifiable and non-quantifiable. Whether or not these benefits will be added to salary, information relating to the following should be collected to enable comparisons to be made: (a) the structure; (b) the eligibility criteria; (c) the taxability; and (d) the utilization of a benefit.

61. Any supporting documentation, such as job descriptions, salary schedules and benefit plans, should, if possible, be obtained from the employer. The salary survey specialist may decide that follow-up visits or contacts with the employer may be necessary to clarify certain elements of the data collected or to complete gaps in the data collected. The salary survey specialist may handle these follow-up contacts or may authorize another member of the salary survey team to do so. In no instance should any member of the local salary survey committee make direct contact with the employer unless so authorized by the salary survey specialist.

62. With regard to benefits, the questionnaire covers fringe benefits that are often found at duty stations to which methodology II is applicable. Annex VII provides some guidance to assist in the quantification of the more common fringe benefits. Not all the examples given will cover a specific locality but, using the examples in annex VII, it should be possible to determine the type of data required to make an assessment of a given benefit. Provided each benefit has been identified by the survey, an assessment can be made at the time of analysis as to its relevance and impact. In general, data on the provisions of a benefit are required for analysis. The quantification of benefits is further discussed in paragraphs 77 to 84. However, data for both the costs and the provisions, such as the minimum number of years for eligibility, and cost-sharing ratios between employer and employee, should be reported, as it will facilitate final analysis.

VIII. Data analysis phase

63. Given the need to maintain the integrity of the analytical results and the limited time frame of the survey, it is desirable to conduct a thorough review of the data. This quality check for accuracy is done by the salary survey specialist after leaving the duty station. In order to maintain full transparency of the process, minimize areas of potential disagreement and ensure mutual trust, ongoing communication should be maintained between the salary survey specialist and the local salary survey committee until approval of the final results by the responsible agency. Any changes introduced as a result of the quality check should be documented and shared with the committee by the specialist within a reasonable time frame. The committee should be given 30 days to respond. If no response is received within that time frame, the survey will be presented to the responsible agency for review, decision and promulgation of the scale.

A. Criteria for retention and elimination of employers and jobs

64. A distinction should be drawn between quality and quantity of data. Quality of data can be assured through accurate job matching. Assuming that the data collected will represent acceptable matches only, it is desirable to retain as many data as possible, subject to some limitations. The data analysis should review different aspects of the criteria for retention and elimination of data, namely, data in relation to employers and jobs as discussed in paragraphs 65 to 71 below.

Retention of employers

65. The number of employers to be retained for duty stations in categories I to IV is described in paragraph 11.

66. The Commission has established a definition of the various economic sectors, as shown in annex II, to enhance further coverage of the local labour market. No more than 25 per cent of the retained employers from the private sector should be from the same economic subsector. The table below shows the normal and exceptional maximum number of employers that can be represented from a single subsector of the private sector. Exceptions to include one additional employer over the 25 per cent maximum may be made only when a single subsector significantly dominates the economy. Any exceptions to this requirement of the methodology require the prior approval of the responsible agency.

67. The public sector is defined as those employers that function on a not-for-profit basis. (Typically, these employers are found in the embassy community, international organizations, parastatal organizations, non-governmental organizations, educational institutions and foundations and the national, regional and municipal governmental authorities.) Employers from the public/non-profit sector should represent a minimum of 25 per cent of the retained employers when the national civil service employer**,** as represented by a mainstream national ministry (e.g. treasury, finance, the interior or foreign affairs), is retained. Where the national civil service employer cannot be retained because it does not meet the requirements of the methodology, the minimum representation from the public sector should be increased by at least one additional employer. At some category I duty stations indicated in annex III, the retention of the national civil service is a requirement. The table below shows the minimum number of employers that should be represented from the public sector.

Category	*Public sector (minimum) with national civil service retained*	*Public sector (minimum) with national civil service not retained*	*Private subsectors (normal maximum)*	*Private subsectors (exceptional maximum)*
I (15 employers)	4	5	4	5
II (10 employers)	3	4	3	4
III (7 employers)	2	3	2	3
IV (5 employers)	1	2	1	2
V (3 employers)	1	1	2	3

68. When the required number of employers could not be surveyed or, if surveyed, employers were eliminated because they did not meet the requirements of the methodology, external salary movement data, provided in annex V, may be applied to complete the survey. If the criteria for the use of external salary movement data were not met within the regular data-collection period of six months, external salary data could be used to complete the survey under the provisions of the pilot project (see annex X).

Retention of jobs

69. Each employer retained for the General Service analysis should provide matches for at least half the surveyed grades plus one and one third of the jobs surveyed plus one. At category III, IV and V duty stations, the “plus one” requirement shall not be applied to global comparators endorsed as such by the responsible agency. In the National Professional Officer analysis, each retained employer should normally provide data for at least two out of the three surveyed grades. Given that data are

sometimes limited, and in order to ensure a greater correlation with employers retained for the General Service survey, an employer may be retained with data for a single job, provided that the same employer is also retained in the General Service analysis and the job match follows in a logical career stream. A further review of the data should be made once all data have been brought to a common base and a ranking of best employers can be established in order to apply the criteria concerning the number of employers retained for the survey analysis.

70. For categories I and II surveys requiring the retention of 15 and 10 employers, respectively, at least 5 retained employers should provide data for a given job. For categories III and IV surveys requiring the retention of seven and five employers respectively, at least three retained employers should provide data for a given job for it to be retained. Each job matched should be encumbered by more than one employee, except in those cases where the job surveyed is truly one of a kind or the validity of the match has been established through confirmation that the grade level is consistent with the employer's global classification scheme. Jobs without any incumbents should not be retained under any circumstances.

71. In addition to the guidelines for retention of a job or employer, it may be necessary to provide for the exclusion of data on grounds other than data sufficiency. Data could conceivably be excluded if an employer were found to present unreliable information. Unreliable data may result when an employer is uncooperative, has a totally ad hoc and unsystematic approach to pay and grading, or when the employer's representative meeting with the survey team is not knowledgeable about the jobs in his or her organization. Furthermore, if it is determined that the employer follows personnel policies that are deemed to be unethical, illegal or improper, the employer should be excluded from the final analysis. Such exclusions are to be considered provisional pending final review and decision by the responsible agency on a case-by-case basis. Salary data for part-time employees should already have been excluded during the data-collection phase.

B. Salary data: type of data to be used, estimates, uniformity and date

72. Data should have been collected for the minimum (or hiring rate) and maximum salaries for each job matched with a given employer. The minimum (or hiring) rate will be used to establish actual base salary comparison at each grade and the maximum to define inter-step differentials and the grade span. The actual minimum salaries determined by the salary survey are after averaging, used to establish the starting salary paid externally for each job surveyed, provided that those minima reflect the actual hiring rate practice of the employer. Minimum salaries are a good measure of salaries actually paid, since most employers can reliably specify the rates at which they hire staff.

73. The data collected are first examined to ensure that the global criteria concerning job matching have been met. The data retained for analysis must then be expressed in a uniform manner by bringing all elements of data to a common base, as explained in the section below on uniformity of the database. The result is a basic annual gross salary for each job and employer, which is then adjusted for differences in hours of work. To the salary levels so derived, the actual taxable allowances granted by each employer for the job and grade level concerned must be added to obtain an annual gross taxable income. Those allowances which are functions of the base salary rates will be expressed in terms of the base as adjusted for hours of work. The annual gross income must then be expressed as an annual net income, by application of local taxation rates, exemptions and deductions. The annual monetary value of any non-taxable allowances should be added to the annual net income so derived, thereby giving an adjusted total net income. Where non-pensionable benefits form a

substantial element of local conditions of service, a non-pensionable component reflecting the value of such benefits should be established (see paragraph 85).

74. The timing of the data-collection period should be convenient to the employers in order to obtain the best prevailing rates at a specific time. Salary data obtained should be in effect at the time of the survey. "Current" can be defined as meaning that the rates or scales of the employer are within their normal cycle and are not overdue for an adjustment. Where an employer has salary scales and adjusts them at fairly regular intervals on the basis of an index, consideration could be given to the employer's pay cycles in relation to the date of the survey. Salary data should be expressed in gross annual terms at the outset of the analysis, with the exception of data from tax-exempt employers.

C. Other elements of remuneration

75. The criteria for adding other elements of remuneration to salary must take into account:

(a) The frequency with which they are paid;

(b) At what point in the employee's career;

(c) How many and which employees receive them;

(d) Whether the amount is fixed or variable from year to year.

76. The variations from one duty station to another may necessitate some flexibility. However, general guidelines governing many of the common occurrences of other elements paid in cash are set out below:

(a) *Payments to all employees on a regularly recurring basis and in a fixed amount*. These allowances may be paid once a month, such as a transport or meal allowance, or once a year, such as a year-end, Christmas, Easter or vacation allowance. They may be expressed as a constant percentage of the monthly or yearly salary or as a flat amount, normally in local currency. Extra months of salary would also be included under this category. These payments should be added to salary;

(b) *Payments to all employees in a job or grade or category, or varying in amount from job to job or grade to grade*. Provided that such payments are otherwise similar to those in (a) above, they should be added to the salary of all applicable employees on a job-by-job or grade-by-grade basis, as appropriate;

(c) *Payments varying in amount from year to year, based on the profitability of the employer*. Payments that vary in amount from year to year on the basis of the earnings, profits or productivity of the employer should normally be added to salary as long as it is a well-established practice of the employer to make such payments and to make them to all employees. (These are not to be confused with payments that vary according to the productivity or performance of the employee.) The amount of the payment in the previous year should be utilized if it is consistent with the normal magnitude of the allowance, or else the average of the three preceding years should be determined;

(d) *Performance payments made to individuals that are of an exceptional nature on the basis of the merit or productivity of individuals and would not be paid as a part of salary*. Such payments should normally not be taken into account. However, if at least 75 per cent of the staff receive such payments, these should be quantified on the basis of the amounts given to individuals whose performance does not exceed performance expectations in any way;

(e) *Payments that are based on seniority and longevity*. A typical longevity payment would be, for instance, a one-time cash bonus after 20, 25 and/or 30 years of service. Since such longevity payments are made by employers to reward exceptionally long service and fidelity, it would be a distortion to add them to salary and thus compensate other staff for this type of bonus (even when employers can identify those employees who actually receive the bonus in a given year and can add the corresponding amounts to individual or average salaries). Non-recurrent longevity bonuses should therefore not be taken into account in the analysis of salary data. Only where such one-time longevity payments are the generalized practice in the locality, for instance by law or by virtue of collective agreements, should the practice be of concern to the survey, and in such a case it would be more appropriate that a recommendation be made to the United Nations organizations to offer a similar benefit rather than to reflect it in salary. Local practice in this respect should be weighed against the long-service or longevity step(s) included in the salary scales of staff in the United Nations General Service and related categories. However, regularly recurring seniority-based allowances may be considered comparable to seniority-based salary increments and should therefore be added to salary, provided their payment is not limited to employees with unusually long service, for example, 20 years;

(f) *Payments for which a portion is deferred until separation*. Examples would be employer payments into profit-sharing or payroll savings plans designed to operate as supplemental retirement schemes. In many cases, employees have no access to such funds until separation or only have access on an exceptional basis, under very limited circumstances. Such payments should therefore not normally be taken into account. The relevant amounts may be added to salary only if employees have free access to these funds, or to the extent that the plans provide for regular cash disbursements.

D. Fringe benefits

77. Fringe benefits are defined under the methodology as the tangible non-cash goods and services, usually provided by employers. Such benefits would either be subject to quantification and added to salary or be left for a general, overall comparison with fringe benefits offered by the organizations of the United Nations system. Salary, other elements of remuneration and quantifiable fringe benefits should be compared as a package since they are all of a tangible and non-social nature. It is to be understood that a benefit should be evaluated at the cost to the employer and not at its normally recognized or computed market value.

78. To qualify for consideration, fringe benefits must meet the following criteria:

(a) The benefit must be offered across the board to all employees and under similar conditions;

(b) The benefit must be taken advantage of by at least 75 per cent of the staff eligible for the benefit;

(c) The employer must be able to provide the participation rate and the cost to the employer.

Benefits that have a counterpart within the United Nations system are not accounted for.

79. Fringe benefits, although not offered in cash, should be converted to the remuneration side of the analysis, provided they meet the qualifying requirements in the preceding paragraph. Fringe benefits include items such as free or discounted company products, recreation facilities and vacation packages. As a general rule, the approach used in the quantification of fringe benefits should be comparable to that

approved for duty stations under methodology I. Annex VII provides an overview of a range of benefits and the method of their quantification.

80. To determine which fringe benefits should be quantified and added to remuneration for the purpose of analysis and which would be looked at in an overall comparison, the guidelines in paragraphs 77 and 84 should first be applied.

81. Free or subsidized meals constitute a typical fringe benefit that would be added to salary. Where the employer provides a free or subsidized meal, the benefit should be quantified only on the basis of the cost to the employer when such information is available. Otherwise, the benefit should not be quantified. Where the employer pays a clearly identifiable subsidy directly to the employee, either in cash or as a voucher, this amount should be converted to an annual figure based on the United Nations working days per year (determined at 222 per year at all duty stations covered by methodology II) and added to salary.

82. In the case of in-kind subsidized transportation, the use of urban buses and subways free of charge to the employee (or at a reduced fare) would normally qualify as a benefit to be added to salary. Again, the benefit is to be quantified on the basis of the cost to the employer and not the price of a fare for the service. If there is no cost to the employer or the employer cannot provide cost data, the benefit should not be quantified. Bus service from distant locations to the city limits provided primarily for the benefit of the employer would not qualify. Benefits should be determined to be either taxable or non-taxable for the purpose of calculating net remuneration. Illegal benefits should be excluded from consideration.

83. Data collected on unquantified fringe benefits and other conditions of service should be considered by type of benefit on the basis of comparable provisions. Any differences found to exist between inside and outside conditions in these areas would not normally enter into the determination of salaries. Where possible and appropriate, however, organizations should attempt to align their practices with the best prevailing outside conditions on a benefit-by-benefit basis.

84. Fringe benefits such as refreshments provided by employers for consumption during the course of the workday and company-sponsored social events are not considered basic elements of remuneration and are therefore not to be quantified.

E. Non-pensionable component

85. Some of the elements of remuneration mentioned in paragraph 76, as well as some fringe benefits mentioned above, are considered non-pensionable by outside employers. Only data collected from employers should be used in the establishment of a non-pensionable component, as described below. Where total non-pensionable benefits and allowances for jobs at every grade available constitute more than 10 per cent of net remuneration, a separate, non-pensionable salary component should be established on the basis of the weighted average of such percentages by grade, using as weights the number of common system staff. However, only the amount that exceeds 10 per cent of total net remuneration should be taken into account in establishing such a non-pensionable component, with the rest remaining as part of base salary. The maximum amount of the non-pensionable component should not exceed 20 per cent of total net remuneration. Under the pilot project, surveys could be finalized on the exclusive basis of external data. In such cases, any existing non-pensionable component would be eliminated. The main criteria used in the determination of pensionability in a consistent manner at all duty stations should be the regularity, recurrence and predictability of benefits and allowances paid to employees in cash. On this basis, the remuneration elements shown in annex VIII should be considered pensionable.

F. Hours of work

86. Adjustment must be made to account for the difference in hours of work between the employers surveyed and the United Nations organizations in the locality. The calculation of the difference should be based on a straight proportional adjustment to salaries, accounting precisely for the full difference in hours worked. If the workweek varies for different United Nations jobs, separate adjustment factors are applied for each job. The adjustment should be made on an employer-by-employer basis to the basic annual gross salaries per job as well as to any benefits that are expressed as a portion or percentage of salaries. In the data analysis, calculations are based on the common workweek of United Nations common system staff at the duty station, as established by CEB. For some occupations, for example, drivers, the working hours at some duty stations differ from those of other occupations. In this event, separate calculations must be made for these occupations.

G. Overtime compensation and shift differentials

87. Since the practices concerning overtime compensation and shift differentials at the duty station are generally aligned with local conditions, the Commission, at its forty-sixth session, decided that queries related to these issues should be excluded from the questionnaire, unless specifically requested by the duty station. It is understood that the current policies will be maintained unless and until there is a significant change in local conditions, as verified by a change in national legislation or national labour contracts.

H. Netting down of outside gross salaries

88. Outside gross salaries for each job and each employer should be converted to net salaries by the application of the appropriate tax rates to which outside employees in the locale are subject, as appropriate, for single persons. When some of a comparator's staff are not subject to taxation, special tax provisions applicable to such staff of the surveyed employers are to be excluded. Benefits and allowances that are taxable should be added to gross salary before the tax rates are applied; those that are not subject to taxation should be added to after-tax amounts. In converting from gross to net, deductions, exemptions and rebates should be taken into account in amounts that are typical and appropriate for the category and/or grades of the employees concerned. This may be done through standard deductions or average itemized deductions. As current and reliable information on tax laws, regulations and tables is vital for the conduct of surveys, for the determination of dependency allowances and for the implementation of interim adjustments to salary scales, the local salary survey committee should collect and maintain up-to-date information on local taxation for such usage in connection with the surveys. Tax calculations that are anomalous should be brought to the attention of the responsible agency.

I. Outside matching salaries per job

89. The job selection, job descriptions and job matching should secure the technical reliability of the survey by ensuring that the jobs surveyed are truly representative of the organization inside jobs and that the data collected are for comparable outside jobs. The establishment of outside matching salaries based on technically reliable data is the process that will determine at what absolute level the common system salaries will ultimately be set. The matching process therefore has direct implications for the

recruitment and retention of staff. It is the step of the salary survey exercise that links the result with the principle for determining the salaries of the General Service category.

90. The surveyed outside matching salaries must permit the organizations to compete quite favourably with the other employers and normally to retain staff, once recruited. The manner for determining the “right” set of matching salaries is a function of all aspects of the survey process as reflected by experience over time and by pragmatic considerations. In this regard, it is the sample size of surveyed employers, the method for establishing the outside matching salaries and the calculation of internal matching points that, taken together, will ultimately have the greatest influence on the salary levels resulting from the survey.

91. There must be consistency, from survey to survey, for each of the three above-mentioned factors in order to ensure an effective approach to salary administration and a stable but favourable position in the overall labour market of the locality. If the experience of the organizations over a number of years has indicated a successful recruitment rate and an acceptable turnover rate (and, for this purpose, organizations should actively maintain and analyse statistics and qualitative data on recruitment and turnover), then, from the compensation point of view, the survey scope and the salary determination process were appropriate for the duty station.

J. Final selection of employers to be retained

92. Before a salary scale can be constructed it is necessary to select the group of 5, 7, 10 or 15 employers (depending on the categorization of the duty station) from those surveyed that represent best prevailing conditions in the local labour market. The selection process involves the elimination of those employers that, combined with other surveyed employers, yield survey results that are lower than another combination of employers. The employer selection process reflects an iterative procedure that has the goal of determining a combination of local employers that yields survey results that are better than those of any other combination of surveyed employers.

K. Averaging and weighting

93. After the total net salary has been determined for each surveyed job for each employer, and after the final selection of employers has been made taking into account the various conditions for retention of employers as outlined in paragraph 92, the data for each job are then averaged to arrive at a total net salary per job. This is done through a weighted averaging of the minimum total net salaries and the logarithm of the overall number of staff in jobs comparable to the General Service and National Professional Officer in the duty station for each retained employer.

94. These weighted job averages must then be brought together to produce weighted averages for each of the surveyed grades. In determining grade averages, the number of internal United Nations staff in each job surveyed and retained in a grade should be used as a weight in converting income levels per job to income levels per grade. This ensures that due importance is given to those jobs with a large number of staff within the common system organizations. The resulting values will constitute weighted minimum and maximum grade averages for each of the surveyed grades. These weighted averages form the basis for constructing the salary scale.

95. The selection of the final comparator employers is an iterative process in which a series of calculations is replicated. The objective is to determine the combination of employers that yields the best overall weighted average increase.

96. For each combination of employers meeting the retention criterion, the following steps are applied:

(a) The weighted average minimum salary per job is computed by applying to the employer's minimum salary the corresponding logarithm of the number of its employees in jobs similar to the General Service and National Professional Officer in the duty station;

(b) For categories I and II surveys, a job will be retained if matched by at least five retained employers; for categories III and IV surveys, a job will be retained if matched by at least three retained employers;

(c) The weighted average minimum salary per grade is computed by applying to the weighted average minima per job within that grade, derived from subparagraph (a), the corresponding United Nations weight reflecting the number of incumbents in those jobs;

(d) The weighted average maximum salary per job is computed using the same weights as in subparagraph (a) and is then compared with the weighted average minimum salary for the same job to establish a percentage relationship or span by job;

(e) A weighted average span between the minimum and the maximum salary for each grade is then calculated by applying the United Nations job weights to the job spans calculated in subparagraph (d);

(f) The overall weighted average span for all survey data is derived by, firstly, determining whether or not there is an identifiable trend or cluster in grade spans, secondly, eliminating grades with anomalous spans and, lastly, computing the weighted average span using the United Nations grade population;

(g) The survey maximum salaries are calculated by applying the weighted average span in subparagraph (f) to each of the survey grade minimum salaries;

(h) The survey average minimum salaries per grade are compared with United Nations minimum salaries and the difference is expressed as a percentage;

(i) The percentage difference between the survey average maximum salaries and those of the United Nations is also calculated;

(j) The average increase by grade is established by taking the simple average of the increases at the minima and maxima;

(k) The overall weighted average increase is determined by using the grade weights and the average increase by grade;

(l) Lastly, the overall weighted average increase for each combination of employers is compared and the combination reflecting the highest such increase is selected.

97. It should be noted that, since maximum salaries reflect pay and personnel policies that may vary greatly from one employer to the next, the objective of the analysis is to determine the overall trend for the employers retained as opposed to the actual maxima. While the data at the maxima will serve as a basis for developing the inter-step differentials, in order not to simply reflect the variety of practices found in the local job market, the internal policies of the United Nations system will also have an influence on the inter-step differentials, as well as the selection of the equivalent external maximum. Rigid application of the survey results will not normally provide a scale with a desirable structure. The needs of the organizations will have to be taken into account by establishing a coherent scale with a sound personnel and pay policy that is responsive to staffing requirements. These needs can be reflected in inter-grade differentials, inter-step differentials and grade overlaps.

L. Incorporation of external salary data into salary survey (pilot project)

98. At locations where external salary data from the two selected vendors are available, external data might be used in the salary survey process in accordance with the terms of reference and parameters of the pilot project (see annex X).

99. When it has been determined that external salary data will be used as part of the salary survey, either to fully replace employers' data (outcome 3)[3] or to partially substitute employers' data (outcome 4),[4] the responsible agency will procure external data from the two vendors approved for use under the pilot project and determine which of the two will be used. This determination will be based on which one produces the higher level of salaries (base salary plus short-term variable payments and total allowances) by calculating the simple average between the common system salaries at step 1 and the equivalent vendor's netted-down salaries by grade from the two vendors. The specialist will compare salaries at the seventy-fifth percentile, according to the grade-level equivalencies that most accurately reflect the United Nations grades, filtered by location where possible. Once it has been identified which vendor's data will be used, the survey result is calculated.

100. Under outcome 3, the survey result is calculated as a weighted average of the percentage differences by grade, between the common system salaries at step 1 and the equivalent vendor's salaries netted down using the process described in section V. The weights used are determined by the number of common system staff at the location.

101. In the case of outcome 4, the result of outcome 3, as explained above, will be multiplied by the weight representing the number of employers substituted and added to the percentage difference resulting from the comparison with employers multiplied by the weight representing the number of employers retained.

IX. Decision and salary scale construction phase

A. Construction of the salary scale

102. The basis for salary scale construction under the methodology herein is the application of externally determined salaries at the entry step (minimum) to step I in the United Nations salary scale for the location concerned. An analytical and smoothing process is required that gives a result that reflects both external salary levels and internal policy concerning the relativity between grades and within grades. The needs of the organizations will have to be taken into account by establishing a coherent scale that reflects sound personnel and pay policies that are responsive to staffing requirements. These needs will be reflected in the inter-grade and inter-step differentials. Sharp fluctuations from one scale to the next should be avoided.

103. The characteristics of a salary scale can be described in terms of grades and steps. Normally, each grade will have between 9 and 12 steps, excluding longevity steps. However, in some exceptional cases, the number of steps at a given location may be higher or lower, yet provide a salary that is appropriate for the particular location and for the organizations concerned.

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[3] Outcome 3: 100 per cent external salary data, annex X, para. 1 (f)).

[4] Outcome 4: between zero and the minimum number of employers (national civil service + public sector + external salary data + private sector comparator data), annex X, para. 1 (g)).

104. The inter-grade differential, that is, the percentage difference between grades, should lie between 10 and 35 per cent. The percentage difference need not be uniform at all levels but may gradually increase or decrease depending on an overall examination of the survey data. Fluctuating differences should normally be avoided. If the percentage difference between grades is outside the 10 to 35 per cent range or if the pattern of the difference is uneven, some further adjustment to the adjusted total net salary per grade should be considered. The degree of smoothing required should, broadly, relate to the proportion of internal incumbents in the grade level in relation to the total General Service population at the duty station. For grades not represented by survey jobs, the net salary should be calculated based on the progression between grades for those grades surveyed. Similarly, since the NO-D grade is not surveyed, the net salary at this grade should be calculated on the basis of the progression of the other surveyed grades in the National Professional Officer category.

105. Rigid application of the survey findings will not normally provide a scale with the desirable structure. Outside matching salaries for the various grades may reflect anomalies for two main reasons:

(a) The relatively small number of employers included in the survey;

(b) The wide range of personnel and remuneration policies that may be followed by the surveyed employers.

106. Although United Nations pay policies should, in such cases, be superimposed to some extent, the resulting scale should, overall, reflect the best prevailing rates. There is also a need, in the establishment and use of step levels, to be aware of local social policy, for example, where it is desired to narrow the differences between low- and high-paid workers.

107. The adjusted net minimum salaries per grade, obtained by the process described above, become the new step I rates at each grade in the United Nations system's salary scales for the locality. In order to construct all remaining steps at each grade, an analysis is required of the maximum salary data. Following an analysis of the percentage difference between minimum and maximum total net salary per grade, it should be possible to determine the weighted average percentage span among all grades. This span will be one of the indicators used to establish the step differential that should apply to the new scale. Bearing in mind the desirability of establishing a scale structure as described in paragraph 104, the inter-step differential ideally ranges between 3 and 5 per cent and should be uniform for the entire scale. The number of established steps should not be changed from survey to survey, and the inter-step differential should also remain consistent unless it can be shown that local policies have changed. If, however, the calculated inter-step differential lies above or below the limits stated, consideration may be given to adjusting the level of the minimum and/or maximum.

108. At every duty station, a minimum of one longevity step will be included in the salary scale. If warranted by local practice, additional longevity steps should be considered. The inter-step differentials should be determined taking into consideration the parameters of the salary scale.

109. In cases where more than one longevity step is included in the salary scale but is not supported by local practice, as determined by the comprehensive survey, those additional steps will be discontinued. Staff members who have already been awarded one or more longevity steps when the scale includes more than one shall still be awarded the next longevity step when the number of longevity steps in the scale is reduced on the basis of local practice.

110. Salary of staff at steps discontinued will be grandfathered and adjusted by the same rate applied to the rest of the scale.

111. The requirement to be awarded a longevity step shall be:

(a) At least 20 years of unbroken service in common system organizations;

(b) At least 5 years at the last regular step of the current grade, or the current longevity step when the salary scale includes more than one longevity step;

(c) The staff member's service should be satisfactory, in accordance with the employing organization's policies.

112. Salary scale construction will be undertaken by the salary survey specialist. The responsible agency will then review the survey results and make decisions on the levels of salaries and allowances to be established. Gross salaries will be derived from the net salaries as determined by the survey by the application of staff assessment. When the final salary levels are announced, they should be forwarded to the duty station along with a brief report covering any adjustments made, elements of data excluded during final consideration of the salary scales and policy decisions taken in establishing the scale, including such features as inter-grade and inter-step differentials. In order to ensure full transparency, the report should also include the outcome of deliberations on any issues raised by the local salary survey committee. At the same time information should also be provided on the level of allowances established by the survey, the result of benefit comparison and any interim adjustment process that may be considered appropriate for the locality. The local salary survey committee should, at the time of submitting the survey results, make recommendations as to the level of allowances and the interim adjustment procedure. The salary scale should be promulgated by the responsible agency under the existing inter-agency coordination mechanism.

113. When survey results, irrespective of the source of data, show that common system salaries are higher than those in the local labour market, the United Nations salary scale will be frozen and a notional scale at the level resulting from the survey will be established to track the salary movements during interim adjustments until the gap between the frozen scale and the notional scale is closed or until the next comprehensive survey is conducted.

114. Where dual scales already exist, the following will be applicable at the next comprehensive survey:

(a) Scenario 1: should the outcome of the survey be equal to or higher than the two existing scales, the scale resulting from the survey will be implemented for all staff;

(b) Scenario 2: should the outcome of the survey be between the two effective scales, the higher scale will remain frozen and staff on the lower scale shall be paid on the basis of the new scale resulting from the survey. As a measure to expedite the closure of the gap between the two scales, during the next interim adjustment, the lower scale will be adjusted at the level of three times the regular interim adjustment or 5 per cent, whichever is higher, unless a lower adjustment is required for the two scales to merge, in which case the latter adjustment will be applied. If the gap between the scales does not close after the first adjustment, the next interim adjustment will be implemented under the same terms. After the scales merge, subsequent interim adjustments will proceed at the regular rate;

(c) Scenario 3: should the outcome of the survey be lower than the two existing salary scales, the scale resulting from the survey will be established as a notional scale, while the two existing scales will remain frozen. As a measure to expedite the closure of the gap, during the next interim adjustment, the notional scale will be adjusted at the level of three times the regular interim adjustment or 5 per cent, whichever is higher, unless a lower adjustment is required for the notional scale to merge with the higher scale, in which case the latter adjustment will be applied. If the gap between the notional and higher existing scale does not close, but the notional scale catches up to or surpasses the lower existing scale after the first interim adjustment, the lower existing scale will be discontinued, and the staff on that scale will be placed on the new lower existing scale, while the higher scale will remain frozen. The next interim adjustment will be implemented under the same terms until the two existing scales merge. After the scales merge, subsequent interim adjustments will proceed at the regular rate.

115. When external salary data are used, a positive result will be implemented if it is within the range of up to three times the most recent external salary movement percentage reported by the vendor used. Any percentage of the increase not implemented at the time of the comprehensive survey will be carried forward for implementation during subsequent interim adjustments. The total interim adjustment will be calculated by adding the remainder percentage rebased to the current level of salaries to the interim adjustment. Total interim adjustments will also be subject to the same threshold.

B. Effective date of survey results

116. Normally, the effective date for a new scale is the reference date of the survey. The decision regarding the effective date of the scale, however, rests with the responsible agency, following consultations with the local salary survey committee and the headquarters of the coordinating agency. In order to maintain the harmonization of salaries and allowances within the common system, comprehensive and interim results are expected to be implemented in a coordinated manner among organizations at the duty station.

C. Periodic adjustments between surveys

117. Comprehensive salary surveys are normally conducted every five years for categories I through V duty stations. In the intervening period, salaries should be reviewed by the responsible agency by means of an interim adjustment mechanism which can be carried out quickly and efficiently without sacrificing accuracy or reliability. The objective of an interim adjustment process is to ensure that United Nations salary scales continue to reflect the salary movements of the employers retained for the comprehensive survey and consequently, the best prevailing conditions in the locality. It should be stressed that interim adjustments are not designed as a mechanism for maintaining between surveys either the purchasing power of salaries or their value in terms of convertible currency. The interim adjustment procedure is also intended to ensure that the United Nations salary scales are adjusted with the same frequency as that of the majority of comparator employers.

118. There are three acceptable interim adjustment procedures, namely a mini-survey, external salary movement and indexation. The determination of the most suitable procedure should be based on the local conditions. At the time of the comprehensive survey, decisions should also be made on the appropriate manner to adjust salaries in the intervening period between comprehensive surveys. The establishment of an acceptable interim adjustment process requires accurate data and careful testing against past salary movements at the duty station. It is acceptable to use a method of adjustment unrelated to the salary-setting mechanism used by comparator employers (for example, the use of the consumer price index, labour/wage index or the movement of a particular employer), if it can be shown that it produces a close correlation with past movement of United Nations salary levels.

119. The local salary survey committee, in consultation with the survey specialist, normally reviews the different alternatives and the feasibility of each interim adjustment procedure, and makes the recommendation regarding the method to be applied as part of its report on the comprehensive survey. The decisions taken by the responsible agency following a comprehensive survey should include the approval of an interim adjustment procedure. Such a procedure should remain applicable until the next comprehensive survey. While this continuity is important in order to expedite the interim adjustment process and to avoid possible distortions, flexibility to change the interim adjustment modality could be exercised in between comprehensive surveys to address special circumstances in cases where the selected method could no longer be applied.

120. The interim adjustment mini-survey is the adjustment mechanism that most closely parallels the comprehensive survey, and has the advantage of fuller coverage and more precise results. Under this procedure, the information on updated minimum salaries and allowances is collected from employers retained in the comprehensive surveys by the local salary survey committee and analysed by the responsible agency. There should be no change in the employers or the survey job matches from the comprehensive survey. Salary increases based on a mini-survey would normally be applied in the form of a single across-the-board percentage, determined from an average percentage movement of salaries of comparators, which would not affect inter-grade and step relativities.

121. Under the mini-survey procedure, the local salary survey committee is normally given responsibility to collect up-to-date information on basic salaries and on the same set of cash benefits and cash allowances as used in the comprehensive survey. The data analysis should be conducted according to the same procedures as in the comprehensive survey. No new benefits (in cash or in kind) should be introduced in the mini-survey. Any significant change in the comparator employer practice since the comprehensive survey should be fully documented and reported to the responsible agency to facilitate the data analysis. Where previously retained employers did not participate in the interim survey, their salary data should still remain in the analysis, as there is the possibility that these employers have either not revised their salaries or that they may choose to participate in subsequent interim surveys. Where a previously retained employer no longer has a presence or has significantly restructured its grading levels in such a way that the previous job matches can no longer be maintained or recognized, that employer's data should be deleted from the analysis.

122. When the responsible agency or the ICSC secretariat determines, in consultation with the local salary survey committee, that the local labour market has undergone changes that warrant an advance adjustment in order to ensure that common system salaries move in line with the local labour market, taking into account inflation, depreciation of the local currency and other pertinent information, a request to advance the interim adjustment on the basis of mini-survey or external salary movement would be sent to the Chair of ICSC.

123. Where valid, reliable and relevant indices are available, they may be used for adjusting salaries between surveys. Care should be taken to ensure that a reasonable correlation can be established between a reliable official index (which may be a wage or consumer price index) or external salary movement data from a reliable vendor and the salary movements of the United Nations salary scale. If the majority of the employers retained for the most recent comprehensive surveys adjust their salaries by means of an index, this would be a reason to consider using the index as a basis for adjustment. An adequate index would: (a) be a reputable index, published on a regular (preferably monthly or quarterly) basis without lengthy delays; (b) normally relate to the same geographical area as that covered by the salary survey; and (c) when related to specific economic sectors, largely correspond to those covered in the salary survey.

Whenever an index or external salary movement data are used, a reduction by a factor that would be most appropriate to local conditions should be applied, provided that the adjustment would not exceed 90 per cent. While the appropriate mechanism for interim adjustments is proposed by the local salary survey committee at the time of the comprehensive survey, the decision on its use rests with the responsible agency.

124. From time to time, fundamental adjustments to tax rates and social security conditions will occur. Such changes should be monitored and might be sufficient to justify an interim adjustment to salaries subject to the condition that the periodicity of changes to the salary scales should not be more frequent than that of the comparator employers. The level of adjustment would be determined by a recalculation of the tax base and level of allowances determined during the comprehensive survey. Small movements in these elements can be adjusted for, or offset, in conjunction with the other adjustment mechanisms used for the duty station. National wage legislation, such as the establishment of a minimum wage, should also be monitored for change in the event that the legislation would have an effect on salaries. If, as is the case in some highly inflationary situations, the tax base and/or rates change frequently by a predetermined amount or are indexed, then a tax-level projection should be utilized that is most appropriate to the period in which salaries will be paid.

125. Where indexation is applied, adjustments to salary scales should be made when the reference index has moved by 5 per cent or more, as measured from the base date or, if there has been an interim adjustment since the survey, from the level of the reference index that triggered the most recent adjustment. In the event that the reference index does not move by the required 5 per cent within a period of 12 months, an adjustment should nevertheless be made on the basis of the movement of the index in the 12-month period following the date of the index that triggered the previous adjustment. Where external salary movement data are used or mini-surveys are conducted, the periodicity of changes to the salary scales should not be more frequent than that of the majority of all retained comparator employers across both categories. The percentage adjustments to the net salary scale should leave the general structure of the salary scale intact, unless local policy mitigates this approach in that, by neglecting differentials applied locally, it would cause difficulty at the time of the next comprehensive survey. All duty stations should normally review salary levels once a year and recommend adjustments to salaries at that time even if the reference base has not moved 5 per cent. The effective date of the salary scale following either an interim or comprehensive salary survey should be the reference month of the survey data collection.

126. Interim adjustments should not take place for a six-month period prior to the reference date of a survey. Any payments due to staff as a result of this postponement would be applicable retroactively if this were justified by the survey results.

X. Special measures

127. Methodology II has been developed in the light of a need for flexibility, not only to account for the considerable differences found among the duty stations, but also in the light of different administrative constraints. It is emphasized that the methodology is not a rigid framework within which all situations can be resolved, but rather a central core around which local practice can be accommodated. Exceptions to and changes in the methodology will undoubtedly be required and have been anticipated, wherever possible. This does not, however, preclude the need for special and ad hoc measures to be taken in situations of extreme difficulty.

128. Situations of heavy devaluation and/or high inflation may call for some special measures to be taken. In particular, instances of significant devaluation accompanied by immediate increases in prices are situations requiring close monitoring. It is

difficult to provide specific guidelines on the action that should be taken in such instances. There is often, but not always, a reflection of substantial economic changes in the local wage and salary structure. If local salaries do change frequently and rapidly, then this would be reason to consider equivalent adjustments to United Nations salaries.

129. It should be noted that special measures are intended to address specific situations where it is not possible to conduct salary surveys in accordance with the usual procedures or where, for a number of reasons, it may be necessary to adopt an approach that is not in strict adherence with the methodology. Nevertheless, it should be noted that the fundamental principle is to compensate local staff in accordance with local conditions. Whenever special measures are contemplated, the first reference point should always be to examine how the comparator employers are addressing the situation so as to ensure that United Nations compensation maintains its relativity to the local labour market. The measures taken by the comparator employers could form the basis for a similar approach by the United Nations.

130. Special measures under this methodology are temporary measures that may be adopted in extraordinary situations of economic and/or social distress or following a breakdown of the labour market, without prejudice to the Flemming principle.

131. The authority to adopt the measures rests with the responsible agency or ICSC (for Kingston).

132. The first step shall be for the local salary survey committee to contact the responsible agency for authorization to contact the retained comparators to determine whether ad hoc measures have been adopted to address the disruption of the local labour market. In determining whether such authorization shall be granted, the responsible agency shall take into account the rate of inflation calculated on the currency of the salary scale, the devaluation of the local currency and other information pertinent to determining whether it would be appropriate to contact the retained comparators. With respect to inflation, a rate of at least 20 per cent or higher, measured over a three-month period, should normally result in the responsible agency granting such authorization.

133. The second step shall be for the responsible agency to determine whether the majority of the retained comparators have adopted ad hoc measures to address the disruption of the local labour market. Should it be confirmed that the measures have been adopted, the responsible agency shall, in consultation with the local salary survey committee and the Headquarters Salary Steering Committee, adopt special measures that reflect the response of the retained comparators for an initial period of three months. That period may be extended or shortened, depending on the continued response of the local labour market. The adopted measures should be comparable in scope and measure to those implemented by the comparator employers.

134. Assessing the labour market through the established salary-setting process as soon as the market stabilizes should continue to be a priority.

135. In the event that information from a substantial number of retained comparators is not available, comparators that were not surveyed or retained but that would otherwise meet the requirements of methodology II might replace the retained comparators, as long as such comparators represent, to the satisfaction of the responsible agency and the Headquarters Salary Steering Committee, the prevailing reaction of employers in the same segment of the local labour market in which the United Nations operates.

136. For duty stations at which external data were used as the only source at the last survey, should the responsible agency determine that the information available would otherwise have been sufficient to authorize the local salary survey committee to

contact the retained comparators, the responsible agency, in consultation with the local salary survey committee and the Headquarters Salary Steering Committee, shall identify five comparators in the local labour market that operate in the same segment of that market in which the common system operates to determine whether ad hoc measures have been adopted. Should it be confirmed that the measures have been adopted, the responsible agency shall, in consultation with the Headquarters Salary Steering Committee, adopt special measures that reflect the response of the identified employers for an initial period of three months. That period may be extended or shortened, depending on the continued response of the local labour market.

A. Very high inflation

137. In some highly inflationary situations it is common practice to peg salaries to an index in order to keep pace with the economic situation. If that adjustment factor is known for the reference period of the survey, it could be applied when bringing data to a uniform base. It may be necessary, however, to make a projection which would normally be based on the movement of the actual index used by the employer, based on at least a three-month average.

B. Significant devaluation

138. Situations of significant devaluation in a local context will also call for careful monitoring. No specific guidelines can be established for such situations, which will largely have to be dealt with on an ad hoc basis. In determining the appropriate adjustment, it would be feasible to anticipate the normal salary progression and to apply a pro rata adjustment pending collection of data locally. Alternatively, a single lump-sum amount could be awarded, equivalent to any suitable recorded change in conditions, for example, the cost of basic necessities. Such adjustments would, however, have to be granted as a special payment, non-pensionable in nature, for a maximum period of three months, subject to termination immediately. A stable situation makes it possible to redetermine base salaries on the basis of appropriate local comparison. No greater adjustment should be considered, however, than will probably eventually be applied by comparator employers.

C. Other situations

139. Ideally, no duty station should have to wait more than five years before either a comprehensive salary survey is undertaken or an interim adjustment is applied if merited by changes in local conditions. It must be recognized, however, that situations will arise where the salary-setting mechanism mentioned above no longer applies, such as where the labour market has collapsed as a result of warfare. It may in such instances be necessary to consider ad hoc measures, either because it is not possible to obtain data or because of the need to react to specific local conditions. Criteria cannot easily be established for these situations, but at least every two to three years, salary movements should be examined in the light of available indicators. The companion survey manual for methodology II, approved by the responsible agency, includes a number of detailed procedures to be applied in a variety of situations, including mechanisms to stabilize pay in warfare locations.

XI. Salary scales in multiple duty stations in a single country

140. The normal practice should be to maintain a single salary scale in each country. Proliferation of salary scales should be avoided. However, the responsible agency may determine, on the basis of significant measurable differences in the labour market and taking into account the number of the staff in the duty station, that the establishment of a separate salary scale is justified at a particular duty station. The initial salary scale would then normally be established on the basis of a survey conducted under the applicable ICSC methodology, unless such alternate data as geographical or cost-of-labour differentials are available. This would ensure that the salary scales reflected conditions in the local labour market. The responsible agency should consult with the staff and the organizations present in the duty station to determine if it is feasible to conduct a separate survey and, if so, seek the appropriate categorization for the duty station under the authority delegated to the Chair of ICSC.

141. Where a separate salary scale has been established and the responsible agency determines that the continued conduct of salary surveys would pose difficulties, subsequent adjustments to the salary scale would normally be affected on the basis of the adjustments applied to the salary scale in the primary duty station, either as a result of a salary survey or the application of an index. Where an index is applied for adjustments to the salary scale in the primary duty station, the same index, but specific to the duty station, should be used, if available. The relativities between the salary scale applicable to the primary duty station and the salary scales applicable to the other duty stations should be evaluated by the responsible agency, as necessary, to ensure that they are characteristic of prevailing conditions in those labour markets.

XII. Salary surveys in category V duty stations

142. At its seventy-second session, ICSC approved the revised methodology II (see ICSC/72/R.11). During the seventh round of surveys, alternate modalities other than comprehensive surveys were applied to adjust the salary scales at category V duty stations, those with 30 or fewer General Service staff members. Given the small number of staff at those duty stations, a more pragmatic approach was adopted to review the salaries vis-à-vis categories I to IV. This approach, known as a reference check, maintained the periodicity of the salary surveys, five years. The reference check process was aimed at ensuring that the salaries of local staff at duty stations with 30 or fewer General Service staff continued to be among the best prevailing, without the need for a comprehensive survey.

143. The reference check process consisted mainly of using external salary data obtained from vendors to assess the market positioning of common system salaries. In cases where such data were not available, a simplified salary survey conducted remotely would be undertaken. In extreme cases, where a simplified survey could not be conducted, owing to either issues related to employer availability or to limited capacity of the local salary survey committee to coordinate such an exercise, salaries could be reviewed through the method of indexation.

144. With the implementation of the pilot project, the salary review process for category V duty stations needed to be adjusted. In order to standardize the implementation of the pilot project, the Commission decided at its ninety-fourth session to revise the threshold for placing duty stations in category V to 20 or fewer staff in locally recruited categories, resulting in a smaller number of duty stations that would be assessed by an adjusted modality. However, taking into account the capacity of the local salary survey committee and cost effectiveness considerations, the pilot project would need to be implemented in a simplified way at category V duty stations.

145. The four phases of the salary survey process would be applicable to category V duty stations, with the following modifications:

(a) The survey will be conducted on the basis of comparison of salaries of three global comparators. Should global comparators not be available, employers with a well-structured compensation system based on established job classification standards may be substituted;

(b) The list of retained employers must include at least one employer representing the public sector;

(c) The flexibility of the requirement that employers have at least 20 employees in jobs similar to those of the General Service could be applied to global comparators, as long as a minimum of four jobs across two grades have been matched;

(d) The job-matching process for the General Service category will be conducted on the basis of the following list of benchmark jobs and their respective job descriptions, included in annex IV to the present document:

i. Administrative Assistant – GS-4, GS-5 and GS-6;

ii. Finance Assistant – GS-4, GS-5 and GS-6;

iii. Information Technology Support Assistant – GS-5 and GS-6.

146. In the case of the National Professional Officer jobs, a minimum of one job match or grade-level match should be established. Alternatively, the relativities between the General Service and National Professional Officer scales could be maintained by applying the same survey result to both categories. In addition:

(a) Comparators' data will be obtained remotely, by contacting the headquarters, regional or local office of the employer. While employers may be contacted by the specialist or the local salary survey committee, both parties should have access to all the information included in the data analysis;

(b) Job matches previously established with global comparators or retained employers will be used after their validity is confirmed as part of the data-collection phase;

(c) The non-pensionable component will be established when the simple average of the percentage of non-pensionable benefits and allowances and net remuneration by grade exceeds 10 per cent. As with other categories of duty stations, the information available on all jobs and grades will be used, and the non-pensionable component would not exceed 20 per cent of total net remuneration;

(d) A job will be retained if matched by at least two retained employers;

(e) External minimum salary grade averages are calculated by averaging minimum salary job averages;

(f) External grade spans between minimum and maximum salaries are calculated by averaging the job spans;

(g) The overall average span is defined as the average span per grade;

(h) The overall average increase is determined by averaging the increases by grade;

(i) The salary adjustment using only external data under the pilot project will be calculated by averaging the percentage differences between external data and common system salaries by grade.

Annex I

Glossary of terms used in methodology II

Allowance	Compensation elements normally paid at regular intervals, in cash, in recognition of the particular circumstances of given groups of staff (see also “Benefits”, “Conditions of service” and “Salary”).
Benchmark job	A survey job representing a specific occupation and grade level within the United Nations organizations (see also “Job” and “Job match”).
Benefits	Compensation elements that may vary, both in value and in the timing of payment, on the basis of criteria other than the direct relationship of work to pay. Benefits that are not normally cash payments may be subdivided into: (a) Quantifiable benefits: includes benefits such as transportation allowances, meal vouchers or free meals to which a value can be attributed; the value is normally attributed at the cost to the employer; (b) Non-quantifiable benefits: includes other items such as leave, retirement benefits, disability insurance, life insurance, medical insurance schemes, etc. to which a value cannot easily be assigned and which therefore lend themselves only to a comparison by benefit provisions (see below).
Cost to the employer	The cost of providing a given benefit per staff member on the basis of the employer’s cost, usually expressed as an annual sum of money or as a percentage of salary taking into consideration any employer/employee cost-sharing formula.
Common Classification of Occupational Groups	A listing of individual occupations that exist within the organizations of the common system, grouped into categories of work on the basis of similarity of functions.
Conditions of service	The sum total of salary, allowances and benefits that are normally regarded as falling into three broad categories: (a) cash (i.e. salary and allowances); (b) non-cash, quantifiable (quantifiable benefits); and (c) non-cash, non-quantifiable (non-quantifiable benefits). The categories do not, however, include intangible work-related aspects, such as security of tenure, career development and prospects for promotion.
Coordinating agency	The organization of the United Nations common system designated by the United Nations System Chief Executives Board for Coordination as being formally responsible for coordinating a salary survey at any given duty station (see also “Responsible agency”).
Economic sector	A classification of economic activity based on the type of products and services produced (see annex II).
Indexation	A technique to adjust salary scales by means of an index or combination of indices.
Inter-grade differential	The difference between the salary level of one grade and the next higher grade. Usually expressed as a percentage at the entry step of each grade.
Inter-step differential	The difference between the salary level of one step in grade and the next. Usually expressed as a percentage at the first step of the grade.

Interview	Unless expressly stated otherwise in the methodology, this refers to the collection of information either by telephone or in person from an employer.
Job	A group of positions that are identical with respect to their major or significant tasks (see also “Job series” and “Occupational group”).
Job match	An external employer’s job or set of jobs with equivalent work content to a United Nations benchmark job (see above).
Job series	Jobs with tasks similar in content progressing at different grade levels.
Local salary survey committee	A committee chaired by the coordinating agency, with membership representing the administrations and staff of the common system organizations located at a duty station. It is responsible for conducting a salary survey at that duty station under the guidance of a survey specialist selected by the responsible agency.
Occupational group	Several job series grouped in related broad types of work, usually associated as occupations or professions.
Parastatal employers	Employer organizations that are partially or wholly owned by a Government. They should be considered under the parastatal public subsector only when the Government establishes the conditions of remuneration. Where the Government does not establish the conditions of remuneration, the employer should be considered under private.
Responsible agency	The headquarters of the organizations (currently, the United Nations and the World Health Organization) with responsibility for the final determination of the local salary scale applicable at a given duty station.
Salary	A payment made at regular intervals, usually weekly or monthly, that relates to compensation for the level and type of work performed. Salary is usually paid in the form of cash but may be partly non-cash, that is, paid “in kind”.
Salary step (salary increment)	(a) Regular step: a salary increment, within the same grade, received at periodic intervals based either on merit appraisal or on continuing service; (b) Longevity step: a salary increment, within the same grade and usually in the form of a fixed amount at each grade, not necessarily granted with the same periodicity as regular steps, which recognizes long service in a grade level.
Salary survey	A survey encompassing not only salaries and cash allowances, but also benefits and other conditions of service. A salary survey as used in the present document is also known as a “survey of best prevailing conditions of employment”.
Salary survey specialist	A specialist experienced in salary survey techniques appointed by the responsible agency (see above) to lead a comprehensive salary survey at a given duty station. The specialist leads the team that collects the data, has delegated authority to make on-the-spot decisions concerning the conduct of the survey, assists the local salary survey committee in the analysis of data and performs a quality check of the data for accuracy after it is assembled. The salary survey specialist is also responsible for the initial construction of salary scales to be recommended for consideration by the responsible agency.

Social benefit	A benefit that relates to the social welfare or family care of a staff member. Such a benefit may be related to salary levels (for example, pension) but is not direct compensation for work performed.
Weighting	An averaging technique that accounts for the relative impact of different-sized populations. It fully (simple weighted average) or partially (logarithmic weights) takes into account the importance of larger populations.
Workweek	The period, formally established by local law or the employer, for which employees in the local labour market must work to receive their basic salary. Usually expressed in hours per week, it should exclude breaks formally recognized through the personnel or compensation system (for example, lunch breaks), but should include rest periods of a non-formal nature (such as tea breaks) that are granted at the discretion of the employer.

Annex II

Economic sector representation

Public/non-profit[1]

1. Public administration (including national civil service and embassies).
2. International and non-governmental organizations.
3. Parastatal organizations.[2]
4. Educational institutions.
5. Miscellaneous.

Private

1. Finance, insurance, real estate and business activities (including banks, life/health insurance carriers, stockbrokerage firms and travel agencies).
2. Manufacturing (local enterprises that make/fabricate a product):
   (a) Printing/publishing;
   (b) Petroleum refineries;
   (c) Consumer products;
   (d) Food products;
   (e) Pharmaceutical products;
   (f) Petrochemical products;
   (g) Miscellaneous.
3. Transport, storage and communication (including telecommunications, airlines, television/radio stations and railways.
4. Wholesale and retail trade (local enterprises that market/sell products directly to final user or for resale).
5. Miscellaneous.

[1] "Public sector" refers to employers that function on a not-for-profit basis.
[2] Employers in which the Government owns a stake should be considered "parastatal" only when the Government establishes the conditions of remuneration. Where it does not establish the conditions of remuneration, the employer should be considered under "private".

Annex III

Categorization of duty stations as at 1 January 2022

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Austria	Vienna	M-I	M-I	
Canada	Montreal	M-I	M-I	
France	Paris	M-I	M-I	
Italy	Rome	M-I	M-I	
Spain	Madrid	M-I	M-I	
Switzerland	Geneva	M-I	M-I	
United Kingdom of Great Britain and Northern Ireland	London	M-I	M-I	
United States of America	New York	M-I	M-I	
Belgium	Brussels	M-I	I + NCS	To M-II
Denmark	Copenhagen	M-I	I + NCS	To M-II
Germany	Bonn	M-I	I + NCS	To M-II
Japan	Tokyo	M-I	I + NCS	To M-II
Netherlands	The Hague	M-I	I + NCS	To M-II
Republic of Korea	Seoul	V	I + NCS	To M-II
United Arab Emirates	Abu Dhabi	V	I + NCS	To M-II
United States of America	Washington, D.C.	M-I	I + NCS	To M-II
China	Beijing	I	I	
Czechia	Prague	V	I	-4
India	New Delhi	I	I	
Indonesia	Jakarta	I	I	
Kuwait	Kuwait City	I	I	
Lao People’s Democratic Republic	Vientiane	III	I	-2
Mexico	Mexico City	I	I	
Oman	Muscat	V	I	-4
Peru	Lima	III	I	-2
Philippines	Manila	I	I	
Russian Federation	Moscow	I	I	
Saudi Arabia	Riyadh	I	I	

[a] **“As classified during the seventh round of surveys (see ICSC/72/R.11, annex III).”**

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Thailand	Bangkok	I	I	
Viet Nam	Hanoi	II	I	-1
Algeria	Algiers	III	II	-1
Argentina	Buenos Aires	I	II	1
Azerbaijan	Baku	III	II	-1
Bahrain	Manama	V	II	-3
Bangladesh	Dhaka	III	II	-1
Belarus	Minsk	III	II	-1
Bolivia (Plurinational State of)	La Paz	III	II	-1
Brazil	Brasilia	II	II	
Bulgaria	Sofia	II	II	
Chile	Santiago	I	II	1
Colombia	Bogotá	I	II	1
Costa Rica	San José	II	II	
Croatia	Zagreb	II	II	
Cuba	Havana	IV	II	-2
Cyprus	Nicosia	II	II	
Dominican Republic	Santo Domingo	II	II	
Ecuador	Quito	II	II	
Egypt	Cairo	I	II	1
El Salvador	San Salvador	II	II	
Ghana	Accra	III	II	-1
Greece	Athens	I	II	1
Guatemala	Guatemala City	II	II	
Honduras	Tegucigalpa	III	II	-1
Hungary	Budapest	II	II	
Iran	Tehran	III	II	-1
Iraq	Baghdad	IV	II	-2
Kazakhstan	Almaty	II	II	
Lebanon	Beirut	III	II	-1
Malaysia	Kuala Lumpur	I	II	1

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Mongolia	Ulaanbaatar	IV	II	-2
Morocco	Rabat	II	II	
Nicaragua	Managua	III	II	-1
Nigeria	Abuja	II	II	
Panama	Panama City	II	II	
Paraguay	Asunción	III	II	-1
Republic of Moldova	Chisinau	III	II	-1
Romania	Bucharest	II	II	
Sri Lanka	Colombo	III	II	-1
Trinidad and Tobago	Port of Spain	III	II	-1
Türkiye	Ankara	I	II	1
Turkmenistan	Ashgabat	III	II	-1
Ukraine	Kyiv	II	II	
Uruguay	Montevideo	II	II	
Venezuela (Bolivarian Republic of)	Caracas	II	II	
Afghanistan	Kabul	IV	III	-1
Albania	Tirana	III	III	
Angola	Luanda	III	III	
Armenia	Yerevan	III	III	
Barbados	Bridgetown	III	III	
Benin	Cotonou	III	III	
Bhutan	Thimphu	IV	III	-1
Bosnia and Herzegovina	Sarajevo	III	III	
Cabo Verde	Praia	IV	III	-1
Cambodia	Phnom Penh	IV	III	-1
Congo	Brazzaville	IV	III	-1
Côte d’Ivoire	Abidjan	III	III	
Equatorial Guinea	Malabo	III	III	
Ethiopia	Addis Ababa	III	III	
Fiji	Suva	III	III	
Georgia	Tbilisi	III	III	

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Guyana	Georgetown	III	III	
Jamaica	Kingston	II	III	1
Jordan	Amman	II	III	1
Kenya	Nairobi	II	III	1
Kyrgyzstan	Bishkek	III	III	
Libyan Arab Jamahiriya	Tripoli	V	III	-2
Madagascar	Antananarivo	III	III	
Maldives	Male	III	III	
Mauritius	Port Louis	V	III	-2
Monaco	Monte Carlo	V	III	-2
Myanmar	Yangon	III	III	
Nepal	Kathmandu	III	III	
Pakistan	Islamabad	II	III	1
Papua New Guinea	Port Moresby	III	III	
Rwanda	Kigali	III	III	
Samoa	Apia	III	III	
Serbia	Belgrade	II	III	1
Solomon Islands	Honiara	V	III	-2
Somalia	Mogadishu	IV	III	-1
South Africa	Pretoria	I	III	2
Syrian Arab Republic	Damascus	III	III	
Tajikistan	Dushanbe	III	III	
Timor-Leste	Dili	IV	III	-1
Togo	Lomé	III	III	
Tunisia	Tunis	II	III	1
Uganda	Kampala	III	III	
United Republic of Tanzania	Dar-es-Salaam	III	III	
Uzbekistan	Tashkent	III	III	
Vanuatu	Port Vila	V	III	-2
Zambia	Lusaka	III	III	
Botswana	Gaborone	III	IV	1

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Burkina Faso	Ouagadougou	IV	IV	
Burundi	Bujumbura	IV	IV	
Cameroon	Yaoundé	III	IV	1
Central African Republic	Bangui	IV	IV	
Chad	N’Djamena	IV	IV	
Comoros	Moroni	III	IV	1
Democratic Republic of the Congo	Kinshasa	IV	IV	
Djibouti	Djibouti	IV	IV	
Eritrea	Asmara	IV	IV	
Eswatini	Mbabane	III	IV	1
Gabon	Libreville	III	IV	1
Gambia	Banjul	IV	IV	
Guinea	Conakry	IV	IV	
Guinea-Bissau	Bissau	IV	IV	
Haiti	Port-au-Prince	IV	IV	
Kosovo – United Nations-administered province of Serbia	Pristina	III	IV	1
Lesotho	Maseru	III	IV	1
Liberia	Monrovia	IV	IV	
Malawi	Lilongwe	III	IV	1
Mali	Bamako	IV	IV	
Mauritania	Nouakchott	IV	IV	
Montenegro	Podgorica	V	IV	-1
Mozambique	Maputo	III	IV	1
Namibia	Windhoek	III	IV	1
Niger	Niamey	III	IV	1
North Macedonia	Skopje	III	IV	1
Sao Tome and Principe	Sao Tome	IV	IV	
Senegal	Dakar	II	IV	2
Sierra Leone	Freetown	IV	IV	
Sudan	Khartoum	III	IV	1
Yemen	Sana’a	III	IV	1

Country/area	*Duty station*	*Previous category*[a]	*Current category*	*Shift*
Zimbabwe	Harare	IV	IV	
Antigua and Barbuda	Saint John’s	V	V	
Australia	Canberra	V	V	
Bahamas	Nassau	V	V	
Belize	Belmopan	V	V	
Democratic People’s Republic of Korea	Pyongyang	V	V	
Dominica	Roseau	V	V	
Estonia	Tallinn	V	V	
Finland	Helsinki	V	V	
Grenada	Saint George’s	V	V	
Ireland	Dublin	V	V	
Israel	Israel base	I	V	-4
Kiribati	Tarawa	V	V	
Latvia	Riga	V	V	
Lithuania	Vilnius	V	V	
Malta	Valletta	V	V	
Marshall Islands	Majuro	V	V	
Norway	Oslo	V	V	
Poland	Warsaw	V	V	
Portugal	Lisbon	V	V	
Qatar	Doha	V	V	
Seychelles	Victoria	V	V	
Singapore	Singapore	V	V	
Slovakia	Bratislava	II	V	-3
Slovenia	Ljubljana	V	V	
Suriname	Paramaribo	V	V	
Sweden	Stockholm	V	V	
Tonga	Nuku’alofa	V	V	

Abbreviations: I + NCS, a national civil service employer should be retained; M-I, methodology I; M-II, methodology II.

Annex IV

Survey job descriptions

A. General Service

Messenger/Mail Clerk – GS-1

Organizational context and role

Messenger positions are typically based in regional/country offices in the administrative services or operations unit. While the major function is to provide messenger services, in particular with respect to mail collections and delivery, the messenger may also be involved in a range of other routine functions, including assisting with security and cleaning functions and photocopying documents.

Work is carried out within clear parameters. Guidance and instructions on all aspects of the job are direct and specific. Work is usually carried out in a normal office environment. May be required to carry moderately heavy pouches, documents, parcels, etc., and to operate related machinery, such as a conveyor, dumbwaiter or personal digital assistant.

Responsibilities

1. Collects and delivers mail and other communications to and from the office registry, the post office and Government agencies.
2. Sorts, delivers and picks up mail from various offices on the premises at regular intervals. Keeps records, as necessary.
3. Packs material received for dispatch, affixes labels, inserts material in envelopes and franks outgoing mail.
4. Operates photocopying and duplicating machines.
5. May maintain security of the office premises and grounds, including overnight guard duty.
6. May keep watch over the premises and control admissions of authorized personnel and movements of property into and out of the premises.

Working relationships

Work requires limited interaction and engagement. May be required to relay straightforward messages, seek information on the accuracy of addresses and notify staff members electronically upon the arrival of packages, letters or magazines for collection. One official language of the organization and a working knowledge of the local language are required.

Team role and impact of work

Participates as part of a team but is not required to provide advice or guidance to other team members. Actions would normally impact only on the immediate work assignment and the immediate work unit.

Required knowledge and skills

Secondary education; limited work experience.

Driver – GS-2

Organizational context and role

Reports to the supervisor of the administrative unit. Typically transports operations and programme staff. Work is undertaken with a degree of operational independence when carrying out assignments; the working environment is structured with limited room for deviation from the workplan. The supervisor focuses on the successful achievement of assignments.

Driving requires the exercise of some judgment and making choices with respect to routes and adhering to organizational security procedures, as necessary. Work involves moderate discomforts associated with spending extended periods in a moving vehicle, often over rough terrain or in difficult traffic situations.

Responsibilities

1. Drives office vehicles (cars, minibus, light trucks) to transport staff, officials and visitors, deliver and collect mail, documents and other items, or transport general cargo goods.
2. Meets official personnel and visitors at the airport and assists with basic immigration and customs formalities when required.
3. Ensures proper day-to-day upkeep of the assigned vehicle by performing timely maintenance and minor repairs and arranging for major repairs.
4. Maintains daily vehicle logs and provides input to the preparation of the vehicle maintenance plans and reports.
5. When not driving, may perform other duties, such as maintaining stores, assisting with distribution of mail, etc.

Working relationships

Typical communication involves the exchange of straightforward, fact-oriented messages. Contacts are predominantly with staff of the United Nations office concerned. The driver should demonstrate a client-oriented approach. Exhibits a high degree of responsibility, courtesy and tact, necessary to work with people of different national and cultural backgrounds.

The driver is often required to translate in the local language for officials using the vehicle. He or she should therefore possess a good knowledge of the local language in addition to one working language of the organization.

Team role and impact of work

Delivers discrete services. Actions normally affect only the immediate work assignment and the immediate work unit.

Required knowledge and skills

Secondary education; a valid driver's licence; knowledge of local driving rules and regulations, chauffeur protocol and courtesies, local roads and current conditions.

Skill in minor vehicle repairs. Previous experience as a driver in an international setting.

Senior Driver – GS-3

Organizational context and role

Reports to the supervisor of the administrative unit. Typically transports the head of office and other high-ranking officials and visitors. Work is undertaken with a high level of independence and autonomy from day-to-day supervision of driving tasks.

Driving requires the exercise of some judgment and making choices with respect to routes and adhering to organizational security procedures, as necessary. Work involves moderate discomforts associated with spending extended periods in a moving vehicle often over rough terrain or in difficult traffic situations.

Responsibilities

1. Drives head of office, senior United Nations staff and high-ranking officials and visitors. Meets visitors at the airport and assists when necessary with visa and customs formalities. Assists office staff with photocopying, store maintenance, etc.
2. Coordinates routes and, where appropriate, schedules drivers and vehicles for use on a daily basis.
3. Confers with unit head concerning problems, such as abuse of equipment; ensures cost savings through proper use of vehicles and accurate maintenance and/or coordination of daily vehicle logs; and prepares vehicle maintenance logs and reports.
4. Ensures proper upkeep of vehicle(s) through timely maintenance and minor repairs and arranges for major repairs. May instruct other drivers in matters pertaining to traffic and safety regulations, office regulations with respect to vehicles and equipment, and safety and conservation measures. Ensures availability of all required documents, including vehicle insurance, vehicle registration, vehicle logs, office directory, maps, first aid kits and necessary spare parts.

Working relationships

Interacts with a range of senior officials within the organization and visitors from outside the organization, as well as with Government immigration and customs officials at the airport. Typical communication involves the exchange of straightforward fact-oriented messages. The driver is often required to translate in the local language for high-ranking officials using the vehicle. He or she should possess a good working knowledge of the local language in addition to the working language of the organization.

Team role and impact of work

Team role and involvement is limited. Delivers discrete services as a member of the team responsible for providing support to the office. Work reflects on the work unit and may reflect on the image of the office as a whole.

Required knowledge and skills

Secondary education; a valid driver's licence and a safe driving record; knowledge of local driving rules and regulations, chauffeur protocol and courtesies, local roads and current conditions.

Skill in minor vehicle repairs. Previous experience as a driver in an international setting.

Clerk/Office Assistant – GS-3

Organizational context and role

Works under the supervision of one or more professionals or higher-level support staff member. Performs a variety of clerical duties contributing to the timely and effective accomplishment of business transactions and office activities utilizing knowledge of office systems and procedures.

Some degree of independence may be exercised in the provision of office services, initiating transactions, processing documents and responding to queries. Oversight is focused on quality and timeliness of work.

Responsibilities

1. Types, formats and drafts routine correspondence. Collates publications, tables, reports, presentations and other documentation.
2. Retrieves and structures information and background material from various sources (e.g. Intranet/Internet, office files and central documentation services).
3. Responds to routine internal and external enquiries or refers to appropriate contacts/units; screens calls; and receives and directs visitors.
4. Creates and updates filing systems; maintains office supplies; assists in organizing meetings and events by arranging meeting facilities; makes travel arrangements; prepares correspondence; assembles documents and ensures availability of central services, such as translation, printing, building services, etc.
5. Creates requisitions for purchase orders, letters of agreement and contracts from standard templates for low-value items.

Working relationships

Constantly involved in providing assistance to staff of his/her unit. Interactions are within the immediate work unit and relate to the exchange of routine information. Work is carried out in one or two languages of the Organization.

Team role and impact of work

Participates as part of a team in the provision of administrative and support services. The impact of the work normally does not go beyond the individual work assignment.

Required knowledge and skills

Secondary school diploma or equivalent. Knowledge of standard office processes, rules and procedures, including proficiency in the use of standard office information technology tools and systems. Limited experience in general office support.

Team Assistant/Secretary – GS-4

Organizational context and role

Works under the supervision of a senior professional or group of professionals. Performs a variety of administrative and clerical duties contributing to the smooth and efficient running of a work unit. Ensures the flow and management of information within the unit.

Takes initiative in providing office support services. Acts independently in routine matters and finds solutions to new problems after discussion with the supervisor. May make recommendations on internal office procedures.

Responsibilities

1. Arranges appointments for the supervisor, receives visitors, places and screens telephone calls and responds to routine requests for information.
2. Provides secretarial, administrative and logistics support to meetings, committees, conferences, etc.
3. Responds or drafts responses to standard/routine correspondence and other communications. Uses word processing package to produce a wide variety of large, complex documents and reports.
4. Proofreads documents and edits texts for accuracy, grammar, punctuation and style, as well as for adherence to established standards for format.
5. Performs general administrative tasks (e.g. leave and attendance recording, arrangements for meetings and other events and budget follow-up).
6. Makes travel and hotel arrangements and prepares travel authorizations/claims for supervisor(s).
7. Researches, compiles and organizes information and reference materials from various sources for reports. Creates spreadsheets and presentations; manages and updates databases for mailing lists and other information; and maintains electronic and paper files.
8. Reviews, records, distributes and processes incoming mail. Follows up on impending actions.

Working relationships

Frequent interactions with staff within the immediate work unit to provide factual information in response to queries. External contacts are limited to the exchange of routine information. Work is carried out in one or two languages of the Organization.

Team role and impact of work

Participates as part of a team in the provision of administrative and support services within the work unit. Work impacts on the immediate work unit.

Required knowledge and skills

Secondary school diploma and limited experience in general office support or related area; ability to operate modern office technologies, such as information storage systems and new or updated software packages. Good spelling, grammar and oral communication skills.

Staff Assistant/Secretary – GS-5

Organizational context and role

Provides direct assistance to a manager responsible for a major programme or a highly specialized work unit.

Work is performed under minimal supervision; required to take decisions on work priorities and to exercise initiative for dealing with cases without precedents.

Responsibilities

1. Screens requests for appointments with supervisor according to the nature of the requests and their urgency; maintains supervisor's calendar; confirms mutually convenient schedules and arranges appointments or rearranges schedules disrupted by unexpected events; receives visitors; and places and screens telephone calls. Responds to queries and correspondence, often of a sensitive, confidential or technical nature.

2. Coordinates and leads secretarial support services for high-level meetings, service- or organization-wide training and special projects and events. Attends meetings, prepares minutes, monitors follow-up activities; makes arrangements for formal editing, translation, etc., of documents and publications.

3. Prepares draft technical responses to a wide range of correspondence and other communications often requiring knowledge of technical terminologies and/or detailed office procedures. Coordinates the work of other support staff, establishes priorities and ensures equitable distribution of work. Carries out quality control functions for outgoing documents; proofreads and edits texts for adherence to format, grammar, punctuation and style.

4. Performs a variety of administrative duties (e.g. leave and attendance recording, arrangements for meetings and other events, reservations and budget follow-up). Coordinates with other units to ensure smooth running and expedition of work within the unit (such as following up on contract extensions and requests for temporary staff).

5. Researches, compiles and organizes background information and reference materials from various sources for reports, briefs and speeches. Generates a variety of statistical and other reports from various databases.

6. Orients new staff to relevant administrative procedures and practices and provides general assistance to other office support staff, as required.

7. Creates and maintains the work unit's filing and reference systems. Periodically reviews the efficiency of office procedures and makes recommendations for improvement; updates office websites, etc.

Working relationships

Interacts with clients from inside and outside the immediate work unit and the organization on the technical aspects of the work of the office. Enlists support and cooperation of professionals within the unit and seeks the support of staff and units outside the supervisor's area of responsibility on a range of administrative matters.

Work is normally carried out in two languages of the organization.

Team role and impact of work

Plays a lead role in the overall provision of administrative services to the managers and staff of the organizational unit. Actions reflect on the work and reputation of the entire unit or programme.

Required knowledge and skills

Secondary school diploma plus further training in or certification of proficiency in office skills and/or specialized areas of the work. Specialized knowledge in office systems and procedures and complete understanding of workflow within the office can be acquired through previous secretarial experience within the organizations.

Office Assistant/Secretary – GS-6

Organizational context and role

Provides administrative and secretarial support services to an executive with responsibility for the management or coordination of work for a broad segment of the organization's programme, such as a sector or department head. Ensures the smooth flow of office work by setting priorities and organizing the day-to-day routine.

Organizes and carries out the work independently on the basis of general direction from the supervisor. Work is performed on the basis of the incumbent's own initiative within the guidelines set. Supervision is in terms of achievement of overall results and provision of high-quality office support and is focused on facilitation of any issues arising from the work.

Responsibilities

1. Manages the immediate office with respect to communications, meetings and workflow; brings to the supervisor's attention complex, sensitive or priority issues and provides information and guidance to staff at all levels within the organizational unit to ensure understanding of intent and deadlines.
2. Arranges appointments and maintains supervisor's calendar, receives visitors (often high-ranking), places and screens telephone calls and answers queries.
3. Organizes high-level meetings, finalizes agendas and invitations, ensures the production and distribution of documentation, takes notes and prepares minutes of meetings, and follows up on required actions.
4. Organizes and facilitates the administrative work of the office, including establishing internal procedures and tracking systems for correspondence and documents. Verifies that work is done in accordance with corporate standards. Monitors work progress and brings cases of priority issues and matters of concern to the attention of the supervisor.
5. Conducts research and prepares briefing materials for the supervisor; responds to written inquiries; and drafts responses to non-routine questions. Coordinates responses to sensitive enquiries on behalf of the supervisor.
6. Follows up on the preparation by staff of reports, correspondence, briefing notes and other documents; reviews documents and makes changes to their format or style in accordance with standard practices; does informal translations into another official language.
7. Evaluates ongoing support requirements of the office; adapts service provision to meet changing needs; and solves operational problems, as required.

Working relationships

Maintains an extensive range of contacts both within the organization as a whole and with counterparts in external organizations. Frequently enlists support and cooperation from senior managers within the department or sector and solicits support for a wide range of administrative matters.

Work is normally carried out in more than one language of the organization.

Team role and impact of work

Plays a lead role in the coordination of secretarial and administrative services to the executive and the programme area as a whole, including providing training and guidance to junior support staff, troubleshooting new office technologies and advising the supervisor on administrative issues.

Required knowledge and skills

Post-secondary training and certification in office protocol and skills, administrative management policies, processes and procedures and/or diploma in a field related to the industry.

Advanced skills in the use of software packages and new office technologies can be acquired through on-the-job instruction or equipment and software vendors.

Finance Assistant – GS-4

Organizational context and role

Typically these positions would be located either in a central finance or accounting unit (accounts payable, treasury, etc.) or in a service centre providing support and transaction processing services to client departments (administrative support unit, shared service centre, global support services unit, etc.). Provides support in the control and maintenance of accounts and in the processing of transactions. Is expected to identify procedural or systems issues with respect to the financial activities that he or she is involved in, which could improve the efficiency and effectiveness or timeliness of transaction processing.

Supervision is received on the approach followed in handling financial transactions and in the technical quality of the process outcomes.

Responsibilities

1. Processes claims or invoices and other payment requests in line with relevant regulations and instructions. Ensures that all supporting documents and information required to justify payment, including receipts, banking details, etc., are complete before releasing payments.

2. Compiles and verifies budget and accounting data by checking files, calculating costs and estimating anticipated expenditure. Following authorization, makes disbursements from petty cash, maintains records of such disbursements and balances accounts, as required.

3. Settles invoices and claims after verification of supporting documents. Assists in the preparation of periodic accounting records and budget documents. Records receipts and disbursements (ledgers, cash books, vouchers, etc.). Reconciles data for recurring or special reports. Maintains contacts with local banks, verifies accounts status and currency exchange rates, and obtains approval for cheque clearance.

Working relationships

Interacts with colleagues in the financial services unit and with clients in the supported departments. Is involved in providing assistance to clients and other staff in the unit on a range of financial and accounting matters, however communications are largely limited to the exchange of information (such as requests for and receipt of transaction data from clients, provision of information on the status of transactions, etc.). Works in one official language of the organization.

Team role and impact of work

Plays a key role with respect to clients through the delivery of transaction services and in the provision of guidance and advice concerning financial rules and procedures. Work affects the delivery of financial services.

Required knowledge and skills

Secondary education supplemented by basic accounting or training in bookkeeping and specialized computer software. On-the-job training and some internal clerical experience is necessary to learn organizational procedures.

Finance Assistant – GS-5

Organizational context and role

Typically the incumbent of this position reports to a Finance or Budget Officer (Professional), but may report to a higher-level support personnel. The role of the position is to independently process a series of financial/accounting/budgeting records. Work includes maintenance of specific accounts, calculation and compilation of financial data and the preparation of routine reports.

Work objectives and methods are well defined, but there is a requirement to exercise judgment and to consider the intent of transactions, identify anomalies or errors and determine corrective actions to support sound financial practice. Completed work is reviewed for accuracy and compliance with established procedures.

Responsibilities

1. Codes, records and reconciles accounting transactions.
2. Reconciles moderately complex bank accounts in various currencies.
3. Processes payments to vendors for goods and services. This includes calculating, inputting and checking payments for correctness and communicating discrepancies to supervisors. Verifies accuracy of data.
4. Processes salaries, entitlements, claims, income taxes, etc., according to established guidelines and procedures.
5. Briefs and assists newly arrived staff, experts and consultants on basic financial procedures and requirements with respect to payments, entitlements, banking and currency provisions and other requirements relating to accounts and finance.
6. Prepares detailed cost estimates and other data for use in budget analysis and proposals.
7. Generates expenditure reports from computerized information system databases.
8. Researches/compiles financial data. Assists in the preparation/finalization of budget performance reports, carrying out preliminary analysis of variances between budgets and actual expenditure.
9. Reviews draft reports, verifying overall accuracy, consistency and uniformity in the presentation. Cross-checks consistency of figures. Drafts/prepares routine correspondence.

Working relationships

Typically required to interact with all levels of staff within the organization to provide information and clarifications and to resolve anomalies and verify inputs. Makes contact with clients and associates outside the organization to follow up on issues, as requested by the supervisor.

Team role and impact of work

Explains work practices to new staff within the unit or temporary personnel. Work affects the accuracy of accounts reconciliation and directly affects the work of others within the same work unit.

Required knowledge and skills

Post-secondary training in accounting, finance or budgeting methods and procedures.

Varied experience in accounting and bookkeeping, budgeting, administrative services or related areas.

Good knowledge of the relevant financial rules and regulations and accounting policies and practices. Knowledge of corporate financial systems and the skill to apply standard office computer applications.

Finance Assistant – GS-6

Organizational context and role

Typically the incumbent of this position reports to a Budget or Finance Officer (Professional) or the head of unit and is normally responsible for ensuring accurate and timely processing of assigned accounts. Alternatively, may be responsible for developing annual budget estimates for assigned accounts and monitoring expenditure. Works in accordance with stringent deadlines, with a high degree of independence. Is responsible for developing the approach to be followed and advises on improving relevant procedures and systems.

General objectives and desired results are indicated by the supervisor. Results are reviewed for achievement of objectives.

Responsibilities

1. Analyses, controls and maintains relevant general ledger accounts, including scrutinizing source documents for completeness, accuracy and validity of charges.
2. Accepts and liquidates obligations. Investigates erroneous charges and takes corrective accounting actions. Reconciles and reviews suspense accounts and ensures proper clearance procedures.
3. Extracts details of income, expenditure, assets and liability from the accounting system in order to analyse and verify accuracy and validity.
4. Consolidates data into financial statements and assists in monitoring expenditure to ensure that they remain within authorized levels.
5. Prepares worksheets and assists in the preparation of financial statements by compiling and consolidating data from various sources. Prepares and checks trial balance.
6. Prepares draft cost estimates and budget proposals and participates in budget analysis and projections.
7. May approve or certify disbursements up to an authorized level.
8. Provides support with respect to the review, analyses and preparation of the medium-term plan. Drafts/prepares correspondence and responds to queries.
9. Supervises other support staff as required.

Working relationships

Interacts with all levels of staff, experts and consultants to advise on financial matters, such as allowances, salary advances, travel claims, etc.

Team role and impact of work

Provides and supervises the delivery of specialized accounting/budget support activities. Provides leadership, motivation and training to lower-level support staff and ensures that desired production levels are achieved. Reviews and recommends changes to operating procedures and systems, thus affecting the efficiency, effectiveness, accuracy and timeliness of work within the unit. Support to the development and formulation of medium-term plans and/or budget proposals affects the wider organization.

Required knowledge and skills

Specialized post-secondary training in accounting, plus extensive experience in accounting, finance or budget to acquire a good knowledge of the rules, regulations, policies and practices applicable to the field.

Ability to identify and resolve data discrepancies and operational problems. Ability to extract, analyse, interpret and format data across the full range of accounting, finance and budget functions, and to apply financial rules, regulations and procedures of the Organization to the processing of financial transactions and maintenance of accurate accounting and financial records.

Senior Finance Assistant – GS-7

Organizational context and role

Provides accounting/financial (and occasionally administrative) support services for a set of complex projects within an office or a region. Exercises a high degree of independence in carrying out the work.

Day-to-day work, including the application of rules and procedures, is carried out in an autonomous manner, in accordance with delegated authority.

Responsibilities

1. Provides financial accountability and control with respect to projects or subprogrammes by establishing and maintaining ledgers and accounting records for various subsidiary accounts. Ensures correct and timely analysis, reconciling, investigations and reporting of accounting data.
2. Reviews and reconciles various clearing accounts to ensure proper balances. Verifies various accounting transactions, such as payroll, payments and income tax returns, and checks bank statements against disbursements to ensure the correctness of computations. Prepares monthly expenditure schedules and quarterly and year-end statements.
3. Provides reports on financial status, procedures, exchange rates, costs and expenditure and potential funding problems. Liaises with managers and professional staff on the preparation of financial statements and improvements to the quality of financial reports.
4. Assists managers in the elaboration of resource requirements for budget submission; provides inputs into the preparation of allotments; monitors budget implementation/expenditure to ensure that they are within authorized level, analyses expenditure patterns and recommends reallocation of funds, as necessary.

5. Approves/certifies disbursements up to an authorized level.

6. Participates in the development and implementation of new financial policies and procedures; assesses the impact of changes and makes recommendations on follow-up activities.

7. Responds to queries in respect of relevant financial and budget matters.

8. Supervises other support staff.

Working relationships

Interacts with all levels of staff, experts and consultants. Explains complex and technical financial information and must reach common understanding on budgeting and financial reporting issues. Work is normally carried out in two official languages of the organization.

Team role and impact of work

Plays a lead role in the work unit, including the setting of work priorities. Is responsible for providing full analytical support to project managers or head of the work unit and to budget and finance officers. Typically supervises a team of two or more finance/budget assistants and clerical workers. The work affects the integrity of the organization’s control capacity.

Required knowledge and skills

Specialized post-secondary training and progressively responsible experience in budgeting or finance is required. Post-secondary certification in business, finance, accounting or a related field would fully qualify an applicant.

Considerable knowledge of the policies and procedures related to the activity area(s). Complete and in-depth grasp of financial principles and practices.

Must be skilled in using the organization enterprise resource planning system and other corporate computer applications.

Information Technology Support Assistant – GS-5

Organizational context and role

These positions are located in an information technology group providing centralized information technology services to an entire organization or decentralized support to a major department or office of the organization. Reporting to a higher-level technician, the incumbent provides basic technical support on hardware and software systems application within an assigned area.

The supervisor focuses on the quality of outputs, with ongoing work reviewed only upon completion. Instruction and guidance are received for special or complicated cases, which may be reviewed while in progress.

Responsibilities

1. Installs application systems software and hardware according to specifications and assists in performing software distribution updates, scripting, testing and support.

2. Assists in routine installation, configuration, testing and deployment of server hardware and software and in routine administration, operation, technical support and monitoring of server systems. Troubleshoots and cleans, repairs and rebuilds equipment.

3. Resolves problem calls or service requests of moderate complexity.

4. Provides support in software development matters, including security, data integrity and recovery; assists with needs assessment for new systems (including modifications to existing systems); requests, implements, provides operational support and maintains various applications. Assists in testing and evaluating new products and technologies.

5. Recommends the acquisition of hardware, software, devices, tools, etc., to facilitate work.

Working relationships

Provides technical assistance to senior information technology staff and users. Interacts at varying levels of the organization and provides assistance and advice to users and feedback to higher-level technicians.

Team role and impact of work

Typically does not supervise other staff. Work affects the efficiency of computer and other administrative processes within the organization or department.

Required knowledge and skills

Secondary education. Post-secondary training and possibly certification in a computer-related field coupled with some experience in information systems analysis and programming, systems administration and maintenance, software development or a related area.

Good technical skills. Strong problem-solving and communication skills are required for troubleshooting and providing assistance.

Information Technology Support Assistant – GS-6

Organizational context and role

These positions are located in an information technology group providing information technology services to an entire organization or decentralized support to a major department or office of the organization. The incumbent reports to a Systems Analyst/Information Technology Officer (Professional) with responsibilities for systems development or to the manager of an information technology support unit with responsibility for the delivery of user support and help desk functions. Typically provides a range of information technology support roles, including supporting the development of applications, undertaking systems administration tasks and providing support to end users at headquarters and/or field offices.

Is expected to identify and resolve issues in an independent manner. The supervisor focuses on achievement of results, that is, the completion of new applications, the resolution of technical problems raised by clients, etc., and on facilitating service delivery and collaboration with related services.

Responsibilities

1. Administers, operates and provides technical support; monitors standard software applications and/or server systems.

2. Diagnoses and resolves any hardware, software or connectivity problems with minimum delay; detects problem patterns and recommends solutions.

3. Installs, configures, tests and deploys software applications and server hardware and software.

4. Develops, tests and implements simple or self-contained computer application systems and programmes or modules.

5. Provides support for deployed computer application systems, including version management, data recovery and deployment to users' offices; performs ongoing reviews with users and developers and responds to users' requests; provides technical advice to users when necessary, including basic training in the use of standard systems and applications.

6. Responds to requests from users and assists in deploying/configuring systems so as to conform to infrastructure standards.

7. Monitors information technology equipment inventory levels and initiates procurement when low thresholds are reached.

8. Provides guidance and training to new/junior staff.

9. Drafts technical documentation and reports.

10. Keeps abreast of developments in technology.

Working relationships

Constant interaction with colleagues and information technology service users across the organization to provide technical support services and to seek feedback to enhance systems.

Team role and impact of work

Plays a lead role in the provision of information technology support services, which may be performed independently or may involve leading and/or consolidating work performed by others. May supervise or coordinate the work of a team of lower-level support staff for specific projects. Typically responsible for a defined service encompassing several technical subject areas or specializes in a specific information technology area requiring in-depth understanding and mastery of the subject.

Required knowledge and skills

Post-secondary formal and/or specialized training.

Varied and extensive experience in information technology, information systems analysis and programming, systems administration and maintenance, and software development or related area.

Knowledge of relevant programming language(s) and ability to use programming skills to develop information systems; knowledge of system development workflow and document flow processes; ability to conduct research and gather information from a wide variety of standard and non-standard sources; knowledge of information technology and applications, including computer system networks. Good technical skills and the ability to conduct network maintenance and to provide server services and user support.

Senior Information Technology/Systems Assistant – GS-7

Organizational context and role

At this level, the incumbent of this position is responsible for providing a full range of technical assistance and team supervision in the areas of desktop administration and support, server operations and administration, as well as support for computer information systems, databases and applications.

Exercises a high degree of freedom in designing and delivering services, independently handling a wide range of activities and follow-up actions. Typically responsible for effectively organizing and supervising staff at the lower level.

Responsibilities

1. Establishes procedures to monitor all personal computers and oversees software distribution updates, scripting, testing and support.
2. Participates in the development, programming, testing, debugging and implementation of new computer application systems releases, modules and functionalities; conducts version management.
3. Assists in developing/refining support and operations procedures for relevant computer application systems.
4. Provides support on computer application systems development matters, including security and data backup and recovery.
5. Undertakes complex troubleshooting of server systems and diagnoses and resolves more complex hardware, software, or connectivity problems.
6. Identifies the need for new systems or re-engineering of the existing systems and alerts manager.
7. Ensures that quality assurance procedures are implemented and proper information technology inventory management is maintained. Also ensures that all security procedures are enforced.
8. Manages the procurement of inventory supplies.

Working relationships

Constant interaction with colleagues and information technology service users across the organization to ensure provision of technical support services and identify areas for improvement.

Works independently or in teams on large projects.

Team role and impact of work

Provides team leadership and coordination of straightforward information management projects; normally supervises a team of information technology support staff; distributes recurring work assignments and reviews for accuracy work of staff at lower levels.

Required knowledge and skills

Post-secondary paraprofessional training or certification in computer studies.

Strong problem-solving, analytical and communication skills. Good technical skills; ability to conduct network maintenance and to provide server services and user support; knowledge of organizational information infrastructure, including hardware, software and application systems; knowledge of relevant programming language(s); and ability to use programming skills to develop less complex information systems.

Progressively responsible experience in information technology support, information systems analysis and programming, systems administration and maintenance and software development or related area to gain knowledge of information technology and applications, including computer system networks.

Administrative Assistant – GS-4

Organizational context and role

The incumbent of this position is involved in the completion of standard administrative support activities and processes requiring basic application of rules and procedures. May be involved in one or several of the following functions: administrative and project support, logistics, procurement and inventory, human resources, travel, visa and immigration support, or conference support. The scope of work is restricted to basic administrative activities.

There is no independent decision-making; work is reviewed on completion by supervisor. Is expected to find solutions to problems after discussion with supervisor.

Responsibilities

1. Compiles and maintains records of transactions and office activities; searches office files and records relating to a variety of topics for information and reference; selects information and records in correspondence, technical papers, projects or programme plans and general reference documents.

2. Drafts routine correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures (e.g. on personnel matters, asset management, quotation requests to vendors, bid tabulations from tenders and purchase orders).

3. In human resources: assists staff members and their dependants by processing requests for visas, identity cards, driving licences and other necessary personnel-related documents in accordance with requirements of the organization and the host country; collates applications for vacancies and conducts reference checks.

4. In procurement: verifies receipt and inspection of deliverables and reports accurately, as required; identifies and assesses vendors on the basis of their capability for delivering commodities and services; maintains vendor and item databases; assists with customs clearance. Classifies and codes material relating to a number of subject areas and maintains general office files; compiles statistical information on areas of work to assist in decision-making.

5. Makes travel and hotel reservations, prepares travel authorization and assembles information pertinent to the purpose of travel.

6. Makes arrangements for shipment and receipt of office and project supplies and equipment and household effects, including customs clearance. Maintains, updates and transmits inventory records of non-expendable equipment. Maintains and monitors stock levels of various supply items.

Working relationships

Interacts frequently with staff within the immediate work unit and in other organizational units to provide information in response to queries. Work is carried out in one or two languages of the Organization.

Team role and impact of work

Participates as part of a team in the provision of administrative and support services within the work unit. Is expected to take initiative in providing standard administrative support services, including initiating routine transactions, processing documents and responding to queries. Work has an impact on the immediate work unit.

Required knowledge and skills

Knowledge of administrative and clerical procedures and systems, such as word processing, filing and records management and other office procedures and terminology.

Secondary school diploma plus limited experience in a related area.

Administrative Assistant – GS-5

Organizational context and role

The incumbent of this position performs a full range of non-routine administrative duties in support of a functional area. May be involved in one or several of the following functions: administrative and project support, logistics, procurement and inventory, human resources, travel, visa and immigration support or conference support. Has latitude to carry out day-to-day duties within established organizational policies and procedures and clearly defined objectives.

Limited supervision from a higher-level support staff or head of unit. Is required to take decisions on work priorities and to exercise initiative for dealing with cases without precedent. Is expected to find solutions to problems after discussion with supervisor.

Responsibilities

Human resources

1. Maintains vacancy announcements and conducts pre-recruitment formalities, including reference checks, preparing and dispatching letters of offer and calculating salary and entitlements.
2. Coordinates and arranges interview schedules, prepares agenda and provides relevant documentation required for recruitment-related meetings to personnel officers and programme managers.
3. Sets up and maintains reference files/records (electronic and paper).
4. Processes requests and provides assistance, advice and briefings to staff members and their dependants on issues relating to visas, identity cards, driving licences and other necessary personnel-related documents in accordance with requirements of the organization and the host country.

Supply chain/procurement

5. In support of the organization’s sourcing and procurement strategy, provides procurement, logistical and administrative support to a senior-level staff member in the acquisition of a wide variety of goods and services.
6. Prepares quotation requests and tenders, produces bid tabulations from tenders and prepares purchase orders for approval; examines purchase requests to ensure conformity and liaises with requesters.
7. Assists in the preparation of purchase orders and contracts; monitors status of requisitions and maintains contact with suppliers to ensure timely delivery of goods and services.

General

8. Drafts correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures.

9. Classifies and codes material relating to a number of subject areas and maintains general office files or provides guidance to the registry clerk in performing this duty.

10. Reviews project documents and cost plans/budgets for completeness and compliance with relevant rules and procedures prior to submission for final approval and signature. Compiles, summarizes and enters data on project delivery; drafts related status reports, identifying shortfalls in delivery, budget overruns, etc., and brings them to the attention of management.

11. Arranges internal and external meetings, some involving high-ranking officials, and takes minutes and/or notes at meetings.

12. Assists in the development of travel plans for the unit and makes travel and hotel reservations, prepares travel orders and assembles information pertinent to the purpose of travel.

13. Advises on and makes arrangements for shipment and receipt of office and project supplies and equipment, including customs clearance.

14. Tracks key performance indicators and compiles statistical information on areas of responsibility to assist in decision-making; maintains accurate files and data, including on inventory records and non-expendable equipment.

15. Resolves administrative problems related to the work performed.

Working relationships

Frequent contact and interaction with various levels of staff within the organization, as well as individuals outside the organization, to provide information and materials. Work is carried out in one or two languages of the organization.

Team role and impact of work

May be required to train and provide procedural guidance to several lower-level administrative assistants. Work affects the smooth operation and reputation of the work unit in the delivery of efficient services.

Required knowledge and skills

Secondary school diploma. Good knowledge of administrative and clerical practices and procedures, which may be gained through varied experience in a related area.

Administrative Assistant – GS-6

Organizational context and role

The incumbent of this position typically reports to a senior manager and is responsible for coordinating the timely completion of administrative work, including in programme/project support. The work is usually limited to a particular area of administrative support and includes providing advice to other colleagues, the supervisor and organizational clients.

Work is performed on the basis of the staff member’s own initiative within the established guidelines to ensure the smooth flow of administrative work by setting priorities and organizing the day-to-day routine. Work is supervised in terms of achievement of overall results and provision of quality office support.

Responsibilities

Human resources

1. Processes entitlements, issues personnel contracts and maintains various personnel records and files. Participates in the recruitment of support staff for non-specialized work, including evaluating candidate applications, administering routine tests and conducting preliminary interviews of candidates.

2. Assists in coordinating the work of support staff in the office, setting their work schedules, arranging replacements when necessary and assigning support staff to meet work requirements. Reviews and evaluates the work of subordinates.

3. Briefs staff on general administrative matters relating to visas, licences and security. Provides advice and ensures administrative support, as required.

Supply chain/procurement

4. Researches, retrieves and presents information from internal and external sources on sources of supply, vendors by commodity, etc., and obtains specifications for new products and equipment on the market. Applies corporate sourcing and procurement strategy when planning for purchase of important commodities and services; updates and monitors the accuracy of information/data in information technology systems; ensures the timely customs clearance of consignments.

5. Resolves issues/problems related to delivered goods, including discrepancies between purchase orders and items/quantities shipped or received. Provides guidance and advice on corporate procurement policies and procedures to support and assist requesting operations, headquarters entities and others, as applicable. Supports country needs assessment plans and assists in combining them into regional procurement plans; monitors their timely implementation and changes on the basis of operational needs.

6. Prepares requisitions for supplies and equipment locally and abroad and arranges for control of distribution, maintenance and disposal of inventory in accordance with organizational policies.

General

7. Advises and assists in coaching other staff in the area of responsibility; arranges for and/or attends meetings on day-to-day administrative matters; participates in discussions of new or revised procedures and practices; and interprets and assesses the impact of changes and makes recommendations for follow-up action.

8. Coordinates the preparation of regular and recurring reports by gathering and summarizing material; prepares, on his or her own initiative, correspondence, draft evaluations and justifications, as required, on general administrative or specialized tasks that may be of a confidential nature within the assigned area of responsibility.

9. Tracks project milestones and key performance indicators and analyses statistical information on areas of responsibilities to identify trends and developments to assist in decision-making.

10. Assists in the monitoring and evaluation of programmes/projects; categorizes, updates, tracks and analyses data related to programmes/projects, for example, accounting records, outputs, resources utilized and deviations/ revisions; carries out periodic status reviews, identifies issues and initiates requisite follow-up

actions; prepares revised budget estimates and reports on budget revisions, expenditure and obligations; verifies the availability of funds; ensures necessary approval and entry in computerized budget system; initiates financial authorizations for expenditure.

11. May also supervise, directly or indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.

12. Provides interpretation of administrative rules, regulations and procedures.

Working relationships

Frequent communication inside and outside the organization, including with vendors and suppliers of goods and services to the organization. Work is carried out in one or two languages of the organization.

Team role and impact of work

The work influences the smooth operation of the office. Evaluates ongoing administrative support requirements of the relevant organizational unit, adapting service provision to meet changing needs and to solve operational problems. Organizes his/her own work and that of others, sets priorities and meets deadlines. Plays a lead role within the work unit, as she or he handles highly complex problems involving a broad range of policies, procedures and practices, and interprets them for staff members.

Required knowledge and skills

Secondary school diploma. Some formal or special training may be required. Thorough knowledge of administrative rules, policies, processes and procedures gained through extensive experience in a related area. Proven skill in managing a complex and demanding workload and accomplishing work through others.

Senior Administrative Assistant – GS-7

Organizational context and role

The incumbent of this position plans and supervises the work of support staff to ensure efficiency. He or she oversees the support work of the office to ensure that established quality standards are met. Work typically involves the coordination and supervision of clerical and administrative personnel engaged in a number of occupational areas. Normally reports to the head of a field office or a high-level manager at the headquarters.

Operates with a high degree of independence. Managerial guidance is focused on the successful resolution of work assignments and on assistance with complex or difficult issues.

Responsibilities

Human resources

1. Participates in the recruitment, selection and training of support staff, including evaluation and screening applications of such candidates. Reviews and evaluates the work of subordinates, directly or through lower-level supervisors.

2. Ensures the timely processing of entitlements by subordinate staff and provides guidance on non-routine cases. Reviews and processes requests for entitlements

and exceptions to the Staff Regulations and Rules and provides inputs into policy development for the human resources policies for support staff.

3. Assists in the organization and conduct of training courses and workshops by conducting simple briefings or courses and identifying vendors to conduct routine specialized training courses.

4. On the basis of practical experience, provides inputs into policy development for the human resources policies for support staff.

5. Supervises and supports the maintenance of entitlements reference tables in the human resources information system.

6. Reviews and processes requests for entitlements and exceptions to the Staff Regulations and Rules.

7. Monitors issues related to conditions of service of staff and advises the supervisor of any developments requiring attention.

Supply chain/procurement

8. Researches and presents information from a variety of internal and external sources on sources of supply, vendors by commodity, etc., and obtains specifications for new products and equipment on the market.

9. Prepares and implements supply chain management plans (e.g. prepares and issues requisitions) and provides information on the status of requests and the availability of items throughout the supply chain process; may authorize purchases up to a limit within an assigned area of responsibility.

10. Ensures that agreements are properly signed; regularly monitors the asset/fleet pool and safeguards the investment of the organization, including receipt, inspection, registration and marking of new assets; verifies invoices against the goods/services provided and processes payments accordingly.

11. Supports warehouse management and monitors the manufacture/transport of ordered goods and the relocation of goods among warehouses to ensure timely delivery.

12. Supports the analysis of country financial reports and works with country operations team leaders to address problem areas relating to supply aspects of operations by providing advice and corrective measures in compliance with supply and financial rules and regulations. Ensures effective information flow in the supply chain and adapts local processes to the prevailing environment.

General

13. Analyses and maintains an overview of the work of the office to ensure that timely administrative support is provided in general and specialized areas, highlighting noteworthy trends.

14. Supervises, directly and indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.

15. Briefs staff on general administrative matters and practices. Advises and assists senior staff in the area of office management. Arranges for and/or attends meetings on day-to-day administrative matters, participates in discussions of new or revised procedures and practices, interprets and assesses the impact of changes and makes recommendations for follow-up action.

16. Tracks appropriate legislative decisions that affect areas of work; prepares correspondence, status reports, draft evaluations and justifications, as required,

by consolidating data and information on general administrative or specialized tasks that may be of a confidential nature within the assigned area of responsibility.

17. Draft budget and forecast for projects on the basis of submissions; prepares monitoring checklists, identifying stages of programme/project development, funding sources, inputs by reviewing internal and external bodies, and follow-up actions required.

18. Reviews, appraises and revises, as necessary, all submissions for substantive programmes/projects, ensuring compliance with guidelines and programme/project objectives; identifies problems/issues, seeks clarification from departments, assesses replies and prepares a summary for the manager with suggestions for further action; supervises the maintenance of automated databases and reference and filing systems.

19. Prepares newsletters on programme-/project-related activities; drafts inputs for a wide range of documents/reports, briefings/debriefings, correspondence, etc.

20. Processes the payment of contractors' invoices and monitors payments.

21. Identifies and resolves diverse issues/problems as they arise and determines appropriate actions.

Working relationships

Work requires interaction with all levels of staff within the organization, ranging from managers, supervisors and professionals to clerical workers, tradesmen and other support staff, to give advice and provide assistance. Regular external contacts with vendors, contractors and service providers to negotiate and settle complex issues with respect to the provision of services to the organization and to ensure quality.

Team role and impact of work

Coordinates and directs a broad range of administrative services that allow organizations to operate efficiently. Assigns support-level staff to meet work requirements, effectively organizes and supervises lower-level staff, and provides guidance and training in the area of responsibility. The work broadly affects the efficiency of the organization.

Required knowledge and skills

Satisfactory knowledge and skills can be acquired through secondary school diploma supplemented by a certificate or associate degree plus extensive, progressively responsible experience in a related area.

Should have good leadership and communication skills and be able to establish effective working relationships with persons at varying levels and occupations. Should be analytical, detail-oriented, flexible and decisive. Must be able to coordinate several activities at once, quickly analyse and resolve specific problems and cope with deadlines.

B. National Professional Officer

Programme Officer/Analyst – NO-A

Organizational context and role

The incumbent typically works as part of a project team under the guidance and direct supervision of a higher-level specialist or project manager. The incumbent provides technical and operational support to programme and project activities in areas such as economic and social affairs, public health, environment, agriculture, nutrition and development.

The incumbent may be required to supervise and lead programme support staff.

Duties and responsibilities

1. Researches and analyses socioeconomic data; compiles background information on economic and social factors; collects and/or supervises the collection, consolidation and verification of documents, actions and data; and participates in the production of technical studies and country-level frameworks, as required.
2. Assists in the identification, formulation and preparation of programme and project proposals; monitors progress of ongoing programme/project activities; reviews, verifies and analyses workplans; and identifies problems, in particular, inconsistencies and delays, and recommends to supervisor solutions for overcoming operational constraints, including recommendations on alternative methods for project design.
3. Provides such administrative support as the preparation and monitoring of budget estimates and expenditure forecasts, preparing revisions as requested by the supervisor.
4. Maintains project database(s); ensures the timely preparation of analytical and statistical reports; and prepares briefs, as required.

Working relationships/partnerships

The incumbent is regularly required to liaise and cooperate with Government authorities and local and international institutions and non-governmental organizations involved in similar activities and with other United Nations agencies.

Required knowledge and skills

University degree in relevant academic field; professional experience in supporting management of projects in the relevant field and within the national-level context; experience in or knowledge of qualitative, quantitative and/or participatory evaluation methodologies.

Programme Officer – NO-B

Organizational context and role

At this level, the incumbent provides technical and strategic support to programme activities and administers specific, moderately complex projects in a scientific or socioeconomic field. Work is carried out within the framework of approved methods and practices. The supervisor outlines the approach and reviews work in process. Project documents and proposed corrective actions are reviewed for accuracy and for integration with overall project objectives. The incumbent typically supervises support staff.

Duties and responsibilities

1. Participates in the preparation and/or assessment of the individual programme/ project plan by selecting, organizing and drafting portions of programme and budget proposals, project proposals, background and justification.

2. Monitors progress of programme/project; ensures the timely provision of project inputs; and identifies and proposes measures to overcome operational constraints and actions to expedite delivery of inputs.

3. Prepares analytical reports on project performance, as required; coordinates the timely preparation and submission of implementation and other related reports; manages project budget; and drafts project revisions, as necessary, including adjusting individual project budgets on the basis of changed workplans.

4. Participates in the production of technical and policy studies and provides input to various framework documents, as required.

5. Assists in the development and maintenance of computerized information systems for use in monitoring and reporting on activities and performance of the project and is responsible for ensuring the quality and completeness of data and documentation.

Working relationships/partnerships

Exchanging and discussing information on project background and implementation with counterparts both inside and outside of the office is a requirement of the job.

Required knowledge and skills

Advanced degree in relevant subject matter field.

Professional experience in planning, evaluating and implementing development project.

Skill in designing and applying evaluation tools.

Programme Officer/Project Manager – NO-C

Organizational context and role

The incumbent of this position operates in country offices/subregional offices with a wide variety of projects and programmes. Work involves administering and monitoring the ongoing and "pipeline" projects or a significant project/programme within a specific subject matter area. Work is carried out with a high degree of independence and wide latitude for judgment and personal initiative. However, desired results from projects are clearly indicated and anticipated problems discussed beforehand. Overall approach is defined by the supervisor. Work is reviewed for completion of agreed objectives and results.

The incumbent may supervise both support and junior professional staff and exercise some managerial responsibilities. Projects include public health, education, environment, communication and economic or social affairs.

Duties and responsibilities

1. Plans and develops methods and procedures for implementing programme/ project; establishes workplan; and appraises reviews and adjusts project

proposals to ensure consistency with national, subregional or sectoral priorities and programmes and with available resources.

2. Coordinates programme activities in consultation with project personnel, technical, substantive and administrative units; develops schedules, arrangements and methods for the management and implementation of individual projects; reviews reports and records of activities to ensure that progress towards specific programme objectives is being achieved; modifies or changes methodology, as required; controls expenditure in accordance with budget allocations; and ensures the preparation of reports.

3. Participates in reviews and midterm project evaluations and organizes and conducts briefings and debriefings on projects, with a view to maximizing project performance levels. Contributes to and facilitates monitoring and reporting on performance indicators.

Working relationships/partnerships

The incumbent advises and liaises with counterparts in government authorities, local, national and international institutions, non-governmental organizations and other United Nations agencies in the area of the organization's activities and on matters regarding overall project design and other matters within his/her area of responsibility. Provides authoritative advice to management on systems and procedures.

Required knowledge and skills

Advanced university degree in a technical area of the organization.

Knowledge of the theories, principles and practices in the relevant subject matter field.

Substantive professional experience in project development and administration.

Project management skills.

National Professional Officer – Administration – NO-A

Organizational context and role

Under supervision, the incumbent performs duties related to one or more of the following areas: financial management, administration, human resources management and computer information systems. The incumbent typically reports to a higher-level professional within the same field and performs work that contributes to the formulation of strategy or the overall work programme. Work is reviewed in progress for accuracy and completeness.

The incumbent is often required to supervise staff engaged in support activities and to verify correctness of cases processed.

Duties and responsibilities

Financial management and budget

1. Assists in the development of work methods, procedures and systems by reviewing a variety of financial documents to ensure that they conform with relevant financial regulations, policies and procedures; provides guidance to staff within the office on the correct application of finance rules, regulations and procedures; prepares, analyses and evaluates information from financial records

and provides data relevant to operational improvement; and certifies or refers financial documents for action, giving appropriate explanations.

2. Assists in the development of the unit's work programme and budget; formulates and drafts resource allocations by work programmes or business processes; under supervision, participates in monitoring budget/work programme with respect to budget performance; proposes relocation of resources; and contributes to the development of the unit's budgetary guidelines.

Supply chain/procurement

3. Supports all activities pertaining to the supply chain function, including planning, sourcing, transport, shipping, customs clearance, warehousing, and asset and fleet management, as applicable; ensures follow-up action for contract award; monitors contractor performance and certifies completed work for compliance with contractual terms and payment. Monitors the quality and accuracy of supply chain-related data in relevant business systems. Identifies trends and developments in supply chain-related matters that will assist in decision-making.

General administration

4. Supervises clerical and other support staff in a range of administrative duties such as human resources, budget preparation and monitoring, record-keeping, etc.; provides advice to staff on travel-related issues, such as visas and travel entitlements; participates in the development of the office's travel plans; prepares recurring reports on programmes, projects and office accounts; participates in the preparation of special reports; and briefs local and international staff, experts and consultants.

5. Analyses unit/office operating practices, such as record-keeping systems, forms control and office layout, with a view to making recommendations on revising established procedures.

Human resources management

6. Ensures that human resources actions are taken in accordance with established policies and procedures; interprets and applies the organization's rules and regulations; and analyses and evaluates individual cases and makes recommendations for action to senior human resources specialists.

7. Assists senior staff in the recruitment of experts and national consultants; conduct preliminary job grading for general service staff; responds to queries with respect to condition of employment and opportunities.

Working relationships/partnerships

Contacts at this level are mainly with colleagues within the duty station and staff in similar positions at the head office, primarily to give and obtain information. The incumbent briefs local and international staff, experts and consultants. In the procurement function, contact is maintained with vendors and contractors.

Required knowledge and skills

Undergraduate university degree in business administration, finance, public administration, human resources management, law or a related field.

Limited professional experience in the occupational field.

National Professional Officer – Administration – NO-B

Organizational context and role

This position typically reports to the head of office and is responsible for a broad range of administrative management support activities within the office. Significant technical support is usually available to the incumbent through various specialist departments within the headquarters duty station. Complex or unusual cases are generally referred.

Duties and responsibilities

1. Advises and supports the head of office with respect to all areas of administration, finance, human resources and procurement; participates in work planning within the office in consultation with technical officers and technical divisions in headquarters; advises the head of office on budget preparation documents and related workplans; and monitors and advises on the status of projects and programmes.
2. Liaises with the host country with respect to the maintenance of property, procurement issues, the organization of meetings and the purchasing of goods and services for projects and programmes.

Supply chain/procurement

3. Identifies and evaluates partners for supply chain projects on the basis of objectives, priorities, strengths and resources according to criteria consistent with corporate rules and regulations.
4. Resolves difficulties in the local supply chain by finding solutions to problems and identifying bottlenecks, and provides regular reports on supply chain activities, the status of requests and the availability of items in the supply chain. Supports country needs assessment plans, assists in combining them into regional procurement plans and monitors their timely implementation and changes on the basis of operational needs.

Financial management and budget

5. Ensures that financial transactions are in compliance with organizational rules, regulations, policies and procedures, and acts as certifying officer. May support the supervisor in the identification and management of risk under his or her responsibility.

Human resources

6. Develops human resources development plans for staff of the office; supports and coordinates staff training efforts within the office; and advises local and international staff, experts and consultants on specific aspects of salaries, entitlements, contracts, etc.
7. Develops relevant contacts and builds constructive relations with the United Nations and other partner organizations, government authorities and other civil society partners, as applicable. Oversees and coordinates, as required, the release and transport of relief and other non-food items.
8. Supervises the maintenance, upkeep and operation of technical facilities and installations.

Working relationships/partnerships

Contacts are with all levels of staff within the office and technical officers at headquarters; external contacts include vendors, banks and counterparts in other organizations of the United Nations common system.

Required knowledge and skills

University degree in business, public administration or a related field.

Some experience in the field of office management, administration, accounting or human resources management.

Annex V

Use of external salary movement data for duty stations under categories I and II when the list of surveyed employers is less than the minimum required under the methodology

1. As many employers as possible from both the public and private sectors will be surveyed within the established data-collection period. Where the national civil service is retained, the required minimum number of retained employers from the public/non-profit sector would be three for 10-employer retention surveys and four for 15-employer retention surveys. Where the national civil service cannot be retained, the minimum number of employers retained from the public/non-profit sector should be increased by at least one additional employer. No more than 25 per cent of the retained employers should be from any one subsector of the private sector. Any exceptions must receive the approval of the responsible agency. The standard data analysis as established by methodology II will be applied to the data thus obtained to calculate a comparison percentage for the surveyed employers.

2. In exceptional circumstances in which the participation from the required number of employers cannot be achieved, the following will apply:

(a) For category I, which under normal circumstances requires the retention of 15 employers, the survey may be completed with data from fewer than 15 employers; however, in no circumstances should the number of retained employers be fewer than 11;

(b) For category II, which under normal circumstances requires the retention of 10 employers, the survey may be completed with data from fewer than 10 employers; however, in no circumstances should the number of retained employers be fewer than 7.

3. The survey will be enhanced by the use of external data. Specifically, the responsible agency will purchase data from two reputable external sources that show the percentage change in salaries for support positions comparable to the General Service. The data purchased must relate to the period between the most recent review of the United Nations salary scale in effect and the reference date of the survey in progress. The data must cover all support-level positions in the vendor databases. Any adjustment to the data to bring them to a uniform base will be done by the salary survey specialist. The external salary movement percentage will be established as the higher of the data of the two vendors adjusted for the gross-to-net relationship based on the tax regulations at the duty station, provided that the adjustment does not exceed 90 per cent.

4. The process for calculating the gross-to-net adjusted external salary movement starts by identifying a representative net salary level for the General Service category. The salary is then grossed up through the inverse application of the tax model prepared on the basis of the information provided by the local salary survey committee. Next, the gross amount is increased according to the higher external salary movement data of the two vendors. Lastly, the new value for the gross amount is netted down. The external salary movement data adjusted for the gross-to-net relationship is defined as the percentage difference between the netted-down value and the initial representative net salary level for the General Service category.

5. The survey result will represent a weighted average of the internal comparison referred to in paragraph 1 and the external salary movement percentages referred to in paragraph 3, with weights corresponding to the number of employers retained and the number of employers substituted by external data, respectively. For example, if the survey is for category I and only 13 employers are retained, there are 2 employers less than the full requirement of 15 employers. The data collected from the employers would be given a weight of 13 and the external data would be given a weight of 2.

Annex VI

Model survey questionnaire

Part I

Survey information	
Duty station:	
Country:	
Survey reference month and year:	
Date of interview or data collection:	
Survey specialist:	
LSSC member 1:	
LSSC member 2:	
Data of endorsement of data collected:	
Comments or observations about the survey *(if any)* :	

Abbreviation: LSSC, local salary survey committee.

Employer information	
Employer's name:	
Name(s) of person(s) responsible:	
Job title:	
Telephone number:	
Email:	
Company code *(assigned by the United Nations)* :	
Sources *(if any)* :	
Comments or general information about the employer *(if any)* :	

Part II

Compensation system

General

Total number of white-collar **(paraprofessional)** employees, excluding sales	
Sector and subsector of activity	
Has the organization been established at the duty station **for more than five years?**	○ YES ○ NO
Are the employees of the organization legally exempt from personal income tax?	○ YES ○ NO

Job classification and structure

Do you have a job classification system?	○ YES ○ NO
Do you have standard job descriptions corresponding to the jobs surveyed? If yes, please provide copies	○ YES ○ NO
Can you provide an organization chart of your organization?	○ YES ○ NO

Salary structure

Do you have a salary scale? *(If yes, please provide a copy)*	○ YES ○ NO
On what basis is the salary scale or range set?	
If applicable, please provide a list of surveyed employers, the name of the consulting company, or details of the other process used.	
What is your hiring rate in relation to your scale or range?	

Adjustments to the scale – overall

What is the basis for adjustments to your salary scale or range?	☐ Revision to collective agreements ☐ Movements of consumer price index ☐ Movements of a wage or salary index ☐ Other criteria
Do adjustments to your salary scale or range result in an automatic salary increase for all employees paid on the basis of that scale or range?	○ YES ○ NO
How often does your organization or company adjust the salary scale or salary range?	
Date of last adjustment to your salary scale or salary range	
Percentage of last increase	
Provide expected date of next adjustment to your salary scale	
Provide expected percentage of next adjustment to your salary scale	

Individual salary movements or adjustments due to service length and/or performance

What is the normal interval between increases in the salaries of individual employees	
How are individual salary increases within a given grade granted?	

Miscellaneous/notes

Part III

Job matching and salary information

Currency of salary:	AOA
Is salary annual or monthly?	Annual
Is salary gross or net of taxes?	Gross

United Nations		***Employer***						
Job titles	*Grade*	*Job title*	*Grade*	*Number of incumbents*	*Work week hours*	*Minimum base salary (actual hiring rate)*	*Maximum base salary*	*Average base salary*
Messenger/Mail Clerk	GS-1							
Driver	GS-2							
Senior Driver	GS-3							
Clerk/Office Assistant	GS-3							
Team Assistant/Secretary	GS-4							
Finance Assistant	GS-4							
Administrative Assistant	GS-4							
Staff Assistant/Secretary	GS-5							
Finance Assistant	GS-5							
Information Technology Support Assistant	GS-5							
Administrative Assistant	GS-5							
Assistant/Secretary	GS-6							
Finance Assistant	GS-6							
Information Technology Support Assistant	GS-6							
Administrative Assistant	GS-6							
Senior Finance Assistant	GS-7							
Senior Information Technology/Systems Assis	GS-7							
Senior Administrative Assistant	GS-7							
Programme Officer/Analyst	NO-A							
Administration (NO-A)	NO-A							
Administration	NO-B							
Programme Officer	NO-B							
Programme Officer/Project Manager	NO-C							
Other								
Other								
Other								

Abbreviations: GS, General Service; NO, National Officer.

Part IV

Allowances and benefits applicable to all employees

What elements of remuneration, in addition to base salary, do you pay?	*Description/ name*	*Percentage of eligible employees **using** the benefit*	*Amount (choose: flat amount, percentage of salary, or number of months of salary)* Currency	Value	Type/calculation	***Taxable***	***Tax details***	***Amount one year ago***	***Amount two years ago***	***Additional eligibility details***
Additional months of pay (e.g. 13th month)			--		Flat amount per year	☐				
Bonus (e.g. year-end bonus or similar)			AOA		Flat amount per year	☐				
Profit-sharing			AOA		Flat amount per year	☐				
Merit-based pay/performance-based pay for employees with satisfactory performance			AOA		Flat amount per year	☐				
Efficiency or productivity premium			AOA		Flat amount per year	☐				
Meal allowance or meal voucher (at the expense of the employer)			AOA		Flat amount per year	☐				
Transport allowance or benefit			AOA		Flat amount per year	☐				
Long-service/longevity/seniority bonus			AOA		Flat amount per year	☐				
Premium for use of additional language			AOA		Flat amount per year	☐				
Housing assistance			AOA		Flat amount per year	☐				
Free or subsidized company products or services and other goods or services provided free or at reduced cost			AOA		Flat amount per year	☐				
Recreational facilities (e.g. subsidies)			AOA		Flat amount per year	☐				
Car-related benefits				Purchase Price	Resale Value		Years of usage			
Company-provided car			AOA			☐		n/a	n/a	
Other car-related benefits			AOA			☐		n/a	n/a	
Financial assistance				Loan Amount		Maximum amount	Loan rate (percentage) below market rate	Years of service requirement	Years of repayment	
Housing loan 1			AOA		Flat amount per year					
Housing loan 2			AOA		Flat amount per year					
Other loans 1			AOA		Flat amount per year					
Other loans 2			AOA		Flat amount per year					
Other allowances (please specify)										
			AOA		Flat amount per year	☐				
			AOA		Flat amount per year	☐				
			AOA		Flat amount per year	☐				
			AOA		Flat amount per year	☐				
			AOA		Flat amount per year	☐				
			AOA		Flat amount per year	☐				

Miscellaneous/notes

Part V

Allowances and benefits by job

Add allowance

Select allowance type: | Name/description:

Taxable: ☐

United Nations job titles	*United Nations grade*	**Annual gross salary: euro**			*Amount*	*Type*	Calculation/ formula
		Minimum base salary or actual hiring rate	*Maximum base salary*	*Average base salary*			
Messenger/Mail Clerk	GS-1						
Driver	GS-2						
Senior Driver	GS-3						
Clerk/Office Assistant	GS-3						
Team Assistant/Secretary	GS-4						
Finance Assistant	GS-4						
Administrative Assistant	GS-4						
Staff Assistant/Secretary	GS-5						
Finance Assistant	GS-5						
Information Technology Support Assistant	GS-5						
Administrative Assistant	GS-5						
Assistant/Secretary	GS-6						
Finance Assistant	GS-6						
Information Technology Support Assistant	GS-6						
Administrative Assistant	GS-6						
Senior Finance Assistant	GS-7						
Senior Information Technology/Systems Assistant	GS-7						
Senior Administrative Assistant	GS-7						
Programme Officer/Analyst	NO-A						
Administration	NO-A						
Administration	NO-B						
Programme Officer	NO-B						
Programme Officer/Project Manager	NO-C						
Other							
Other							
Other							

Abbreviations: GS, General Service; NO, National Officer.

Part VI

Dependency allowances

	Name/description	Amount per year	Currency	Eligibility criteria or comments
Do you pay family allowances in addition to those provided under national social security legislation? If yes, please provide any applicable information				
Child			AOA	
Spouse			EUR	
Secondary dependant			EUR	
Funeral-related			EUR	
Other (please specify)			EUR	
Other (please specify)			EUR	
Other (please specify)			EUR	
Do you provide other benefits in respect of your employees' dependants in addition to those mentioned above (e.g. for schooling and attending sports)?				
			EUR	
			EUR	
			EUR	
			EUR	
			EUR	

Annex VII

Quantification of benefits and allowances

1. The following paragraphs provide some examples of how the more common benefits may be quantified. Some of the examples can be applied to more than one benefit; for example, the method for quantifying low-interest loans can equally be applied to specific savings plans. Thus, the examples can both be applied to the identical benefit described and used as a guide for quantifying similar benefits. Generally, when benefits vary in value from job to job it will be necessary either to apply the value at each job level separately or to apply an average value of the benefit to all jobs. In the latter instance, use of a weighted average would be preferable.

Housing

2. Cash: the methodology specifies that where a housing allowance is paid, the value of the benefit provided by the employer should be related to the jobs surveyed and an average value established. This value as an amount or a percentage of salary could be accounted for.

3. Non-cash: on the rare occasion when an employer provides free housing uniformly to employees, an appropriate adjustment is normally the average rental allowance paid by the other employers. However, when the provision of in-kind housing is limited to a specified group of employees, with remaining employees receiving a housing allowance, the value of the employer-provided housing should be quantified at the same value as the housing allowance. When employers have secured housing on the commercial market for staff, the benefit is valued on the basis of cost to the employer (i.e. the cost of the lease to the employer and any related expenses).

4. When the employer provides housing at a reduced rental, the difference between the outside rental cost of equivalent housing and the amount the employee is actually paying would be accounted for, but this would normally not exceed the average rental allowance referred to above unless clearly established reasons existed for such a difference. If difficulty exists in establishing the value of identical housing on the market, the average rent paid by United Nations General Service employees at the duty station should be used, provided that the housing is of equivalent standard.

Utilities

5. If utility costs are also paid for or subsidized, the employer should be requested to provide an average cost per employee (for instance, through examining average kilowatt/hour consumption per staff member and the resulting payment by the employer). If this is not possible, the actual cost of the utility for the average per family consumption for the duty station, as given by the appropriate authority, should be applied.

Items provided in kind (as opposed to company products)

6. Such benefits (food or clothing) are quantified on the basis of cost to the employer. Refreshments provided to the employees for consumption throughout the workday are not quantified, since these do not constitute a basic element of compensation.

Company discounts or commissary privileges

7. When an employer operates a discount sales programme or a commissary, the benefit should be quantified on the basis of cost to the employer. In all cases, quantification should be adjusted to reflect the degree of utilization of the benefit by the employees of the comparator employer.

Low-interest loans (non-housing)

8. Some employers provide low-interest loans to their employees to assist in the purchase of certain goods or services. This benefit should be taken into account only when no constraint is placed on the eventual disposal of property or items purchased through the loan scheme. The value of this benefit could be determined as follows:

(a) Where the amounts borrowed do not vary significantly by grade or job, multiply the outstanding loan balance of all employees by the difference between the prevailing interest rate and the interest rate charged by the employer. This, when divided by the total number of employees to whom the benefit is available, gives an amount that can be added to salary levels;

(b) Where the amount borrowed differs significantly by job or grade, separate calculations may need to be made for each grade level.

In no case should the amount added be greater than 3 per cent of taxable income.

Low-interest housing loans

9. Whereas the approach to quantifying a housing loan is the same as that applied for other loans, the benefit of the interest rate savings is not subject to a cap. The formula to quantify loans calls for the average principal to be multiplied by the marginal rate of interest (i.e. the difference between the prevailing commercial rate and the subsidized rate of interest). Where loans are provided on a one-time basis and are not renewable, the annual interest rate savings are to be multiplied by the repayment period and divided by an average of 30 years. In all cases, the quantified value is to be adjusted to reflect the actual utilization of the benefit with the comparator.

10. Where an employer has a policy requiring that staff complete a certain number of years of service prior to eligibility for a loan, it would be inappropriate to quantify the loan benefit at the matched salary minimum since it is not offered as a hiring benefit. Therefore, when length-of-service requirements exist for eligibility to receive a loan, this benefit is to be quantified at the maximum salary comparison.

Transport

11. In order for an adjustment to be made for transport, the employer must be situated in a location that is normal for the duty station; specifically, an employer located in a remote area that must transport staff to work would not warrant a salary adjustment.

12. If specific monetary allowances or tickets are paid by the employer, the average value of these elements should be taken for the employer's workforce.

13. In some instances, the use of cars is reimbursed or cars are provided for use. Often such benefits are provided to managerial or sales personnel only, and care must be taken in assessing this benefit to ensure that it is available to a majority of surveyed

staff. A value for this benefit should not be included unless the employees of the surveyed employer use vehicles extensively for personal use. In such cases the actual annual saving to the employee would be a reasonable amount to incorporate for quantification purposes. The value of the car and related benefits, including insurance, maintenance, fuel and paid parking facilities should be treated as taxable non-pensionable benefits, since an equivalent monetary value offered by employers for such benefits would be taxable. If free transport is provided by an employer, the quantification should be based on the cost to the employer, as indicated in paragraph 82, provided that the utilization criteria are met.

14. At duty stations where the United Nations organizations provide transport to national staff, it is appropriate to quantify transport benefits provided by employers and to establish a charge for United Nations-provided transport.

Airline tickets

15. The provision of an airline ticket is, in effect, a service provided with several restrictions (for example, the employee could not sell the ticket privately, unlike a number of other consumable products). Airline tickets should therefore not be quantified in the data analysis.

Meals

16. Free or subsidized meals should be quantified on the basis of the cost to the employer. Where the employer is unable to provide a cost, the benefit should not be quantified.

Separation or termination benefits

17. Where separation or termination benefits exist at duty stations covered by the present methodology, they are either in lieu of retirement benefits or a part of a retirement package. In either event, the retirement benefits provided to United Nations common system staff are generally superior to those provided locally at the duty stations under methodology II. Separation or termination benefits therefore should not be quantified into salaries but should be compared with equivalent provisions provided by the United Nations system.

Funeral benefits

18. Where employers provide assistance to meet funeral-related costs in the event of the death of a staff member or **a** dependant, a similar allowance should be created if the benefit is offered by at least 75 per cent of the employers retained. Such an allowance, however, should be established for the death of a dependant, as common system death grant provisions already provide a benefit in case of the death of a staff member.

Annex VIII

Cash elements of remuneration to be considered pensionable

1. Additional month's salary.

2. Profit-sharing payments (excluding schemes that provide supplemental retirement income).

3. Housing-related allowances;

4. Performance payments.

5. Bonuses, such as year-end, thirteenth month and Christmas.

6. Food-related allowances (excluding meal allowances).

7. Cost-of-living allowance.

All other cash remuneration elements should be considered non-pensionable. These include, but are not limited to, allowances related to transport (including automobiles), leave, apparel, recreation and representation.

Annex IX

Model confidentiality pledge letter for participation in the local salary survey committee/data-collection team

As a member of the local salary survey committee/data-collection team for the ____________________ survey of best prevailing conditions of employment of General Service and staff in other locally recruited categories, I recognize that confidentiality is vital to the effective conduct of the survey. Accordingly, I pledge to respect and preserve the confidentiality of employer-specific survey-related data obtained as a result of my participation in the survey.

Furthermore, my participation in the local salary survey committee/data-collection team relies on the preservation of confidentiality of the survey data. I understand that the confidentiality of these data is to be maintained throughout the survey process. For the duration of the data-collection phase, I shall no longer represent my normal constituency (i.e. administration or staff) and shall report to the coordinating agency and its secretariat.[1] I also understand that contacts with participating employers aimed at seeking additional information and/or clarifying data collected, subsequent to the completion of the survey, must be authorized by the salary survey specialist appointed by the responsible agency. Once the survey is completed, I may make use of only information that becomes public through the salary survey report.

I further understand that a breach of confidentiality, such as the divulgence of any employer-specific survey-related data, including judgmental statements pertaining to such data, to a party outside the International Civil Service Commission, representatives of the responsible and coordinating agency, the local salary survey committee and data collectors, can lead to a major disruption of the current survey, as well as future surveys, and should be considered as sufficient reason for my replacement in the survey process and, in addition, may render me liable to face appropriate disciplinary procedures by my organization, without prejudice to my rights under the rules and regulations.

Signature ________________________________ Date ___________________

Name ____________________________________

[1] This sentence relates to survey team members only.

Annex X

Terms of reference and parameters for the pilot project

1. The pilot project will be conducted at all methodology I and II locations where external salary data from the two selected vendors are available. In locations where such external data are not available, the conventional survey shall be used as follows (see also diagram below):

(a) For monitoring and evaluation purposes, the eighth round of surveys will be shortened to five years by scheduling two surveys per year at the headquarters locations and concurrently scheduling surveys for the other methodology I locations during the same period;

(b) Considering the concerns raised by stakeholders with regard to employer participation, the required number of employees per retained employer will be set at 20 for all locations. Employers with fewer than 20 employees will not be considered. Each of the retained employers must have job matches for at least one out of every three plus one of the benchmark jobs, and for at least one out of every two plus one of the surveyed grades. Single incumbent job matches shall not be considered, with the exception of one-of-a-kind jobs. At category III, IV and V duty stations, the "plus one" requirement shall not be applied to global comparators endorsed as such by the responsible agency;

(c) The data-collection phase of the survey process will last for up to six months from the reference date of the survey. Exceptionally, this phase may be extended by one additional month if the participation of additional employers proposed during the preparation phase has been secured within that period;

(d) At duty stations where the participation of the required number of employers (3, 5, 7, 10, 15 or 20) is achieved within the six-month period, the positioning assessment of common system salaries will be conducted on the basis of data collected from interviewed employers only;

(e) At methodology I and II duty stations in categories I and II, when at least the minimum number of employers is reached (7, 11 or 13), external salary movement data will be used to substitute for data from missing employers if the local salary survey committee confirms that efforts to identify and secure the participation of additional employers have been exhausted within six months;

(f) If the participation of the required number of public sector employers, including from the national civil service, where required, is not secured within the six-month period, the assessment of salary positioning will be conducted using only external salary data;

(g) When the data of the required number of public sector employers, including, where required, from the national civil service, have been collected, the local salary survey committee may unanimously decide either to proceed with replacing all data from private sector employers with external salary data or to continue to collect the data from the required number of employers. If the required minimum number of surveyed and retained employers is not reached within the six-month period, the missing employer data will be replaced by external salary data. No surveyed employer that meets the methodology requirements will be excluded from the final analysis unless the maximum required number of employers is exceeded.

2. When external data are used, they will be extracted from the two vendors at the seventy-fifth percentile, according to the grade-level equivalencies that most accurately reflect the United Nations grades. Where possible, external data will be

filtered by location. Data from the vendor producing the higher salary levels will be used for a comparison with common system salaries at the reference level of step 1.

3. In accordance with the Commission's earlier decision, negative survey results will not be implemented. Notional scales will be established to track salary movements during interim adjustments until the gap between the frozen scale and the notional scale is closed or until the next comprehensive survey is conducted.

4. When external salary data are used, a positive result will be used if it is within the range of up to three times the most recent external salary movement percentage reported by vendors. Any percentage of the increase not implemented at the time of the assessment will be carried forward for implementation during subsequent interim adjustments, which will be subject to the same threshold. In the case where three times the most recent external salary movement percentage is less than 5 per cent, a 5 per cent increase shall be granted.

5. Interim adjustments will be conducted on the basis of the Commission's previous decisions, that is, on the basis of external salary movement data, an index, a combination of indices or a mini-survey. These adjustments will be initiated by the responsible agency or the secretariat of the International Civil Service Commission (ICSC), as appropriate.

6. Upon completion of the salary survey, the local salary survey committees will be required to submit to the ICSC secretariat or the responsible agency a report, based on a standard template, regarding its experience with the pilot project, taking into account the project evaluation criteria included in annex XI. The report should contain a description, inter alia, of the efforts made to achieve the required number of comparators within the data-collection period. Qualitative comments on the overall experience of their participation in the pilot project should also be included. Comments by the assigned salary survey specialist regarding the overall experience of the pilot project at that duty station will also be collected by the secretariat or responsible agency.

7. It is recommended that a pilot review mechanism be established to review and analyse feedback provided on the pilot. The mechanism should be composed of one representative of the staff federations, one representative of the organizations, one representative of the responsible agency and the ICSC secretariat.

8. The ICSC secretariat will provide regular status reports to the Commission, based on the information collected from the pilot review mechanism, on the experiences and lessons learned in conducting the pilot project during the specific time period.

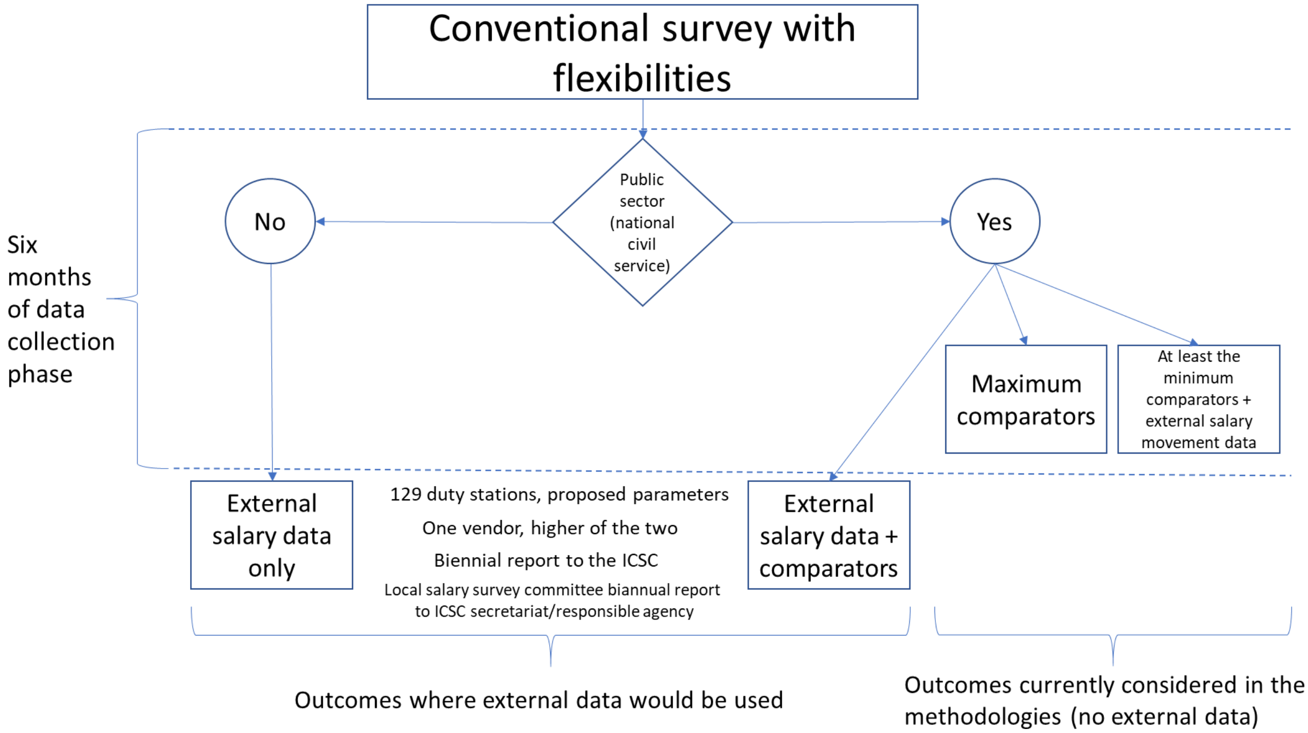
9. The final evaluation of the pilot project will be conducted on the basis of the interim reports sent to the Commission.

10. The ICSC secretariat will, for monitoring purposes, purchase annually external data for the 8 headquarters duty stations and for 12 additional duty stations representing all categories. The results of the analysis of those data will be included in the evaluation of the pilot project at the end of the eighth round of surveys.

11. The ICSC secretariat and the responsible agency will provide the local salary survey committees with all information relevant to the survey and in particular with access to external data for verification purposes. Throughout the process, all parties shall be privy to the same information and subject to confidentiality agreements.

12. The ICSC secretariat and the responsible agency will continue to provide training to members of the local salary survey committees.

13. To accommodate special circumstances, following a request from a local salary survey committee and a salary survey specialist through the responsible agency, the Chair of the Commission may exceptionally approve exceptions to the present terms of reference.



Annex XI

Assessment of the pilot project

1. The objective of the present evaluation is to assess the feasibility of using external data as the sole or partial data source for the setting of general service salary scales.

2. Following the approved prescribed methodology, the local salary survey committees will use one of four combinations of sources of salary benchmark data, referred to here as an outcome:

- Outcome 1: conventional survey with 100 per cent comparator data and the maximum number of employers reached (national civil service + public sector + private sector)
- Outcome 2: between the minimum and maximum number of employers (national civil service + public sector + external salary movement data + private sector comparator data)
- Outcome 3: 100 per cent external salary data
- Outcome 4: between zero and the minimum number of employers (national civil service + public sector + external salary data + private sector comparator data)

3. Further details about each outcome can be found in the pilot project description (see annex X).

4. Monitoring of the pilot will be conducted on an ongoing basis by the secretariat of the International Civil Service Commission (ICSC) and the responsible agency. A pilot review mechanism will be established to review and analyse feedback provided on the pilot. The mechanism should be composed of one representative of the staff federations, one representative of the organizations, one representative of the responsible agency and the ICSC. The ICSC secretariat will provide regular status reports to the Commission, based on the information from the mechanism, on the experiences and lessons learned in conducting the pilot project during the specific time period. The final evaluation of the pilot project will be conducted on the basis of the interim reports sent to the Commission.

I. Evaluation indicators

5. The feasibility of the use of external salary data will be evaluated on the basis of a set of indicators derived from the report of the local salary survey committee and the salary survey specialist, as well as from data inputs from the responsible agency and the ICSC secretariat. Information on the report of the committee and the specialist can be found in section II of the present annex.

6. The indicators used are:

A. Percentage of duty stations for which at least two vendors[1] are available;

B. Percentage of duty stations for each outcome.

C. Utilization rate of each vendor.

D. Duration of data collection.

[1] The choice of the two vendors was based on an assessment of their data conforming to the chosen parameters: United Nations step 1, seventy-fifth percentile and filter by location.

E. Duration/time needed to decide on using 100 per cent external salary data.

F. Difficulties, if any, in obtaining national civil service and public sector data.

G. Number of comparators used.

H. Overlap between the comparators used and the vendor's list of companies.

I. Results of the survey compared with current salary data.

J. Detailed evaluation of the process, including lessons learned and the viability of using external salary data.

7. The table below specifies to which outcome the indicators apply, as well as the stakeholder reporting the data.

Indicator	*Reported by*	*Outcome 1*	*Outcome 2*	*Outcome 3*	*Outcome 4*
A	Responsible agency/ICSC	X	X	X	X
B	Responsible agency/ICSC	X	X	X	X
C	Responsible agency/ICSC			X	X
D	Local salary survey committee/specialist	X	X	X	
E	Local salary survey committee/specialist				X
F	Local salary survey committee/specialist				X
G	Local salary survey committee/specialist	X	X	X	
H	Local salary survey committee/specialist		X	X	
I	Responsible agency/ICSC	X	X	X	X
J	Responsible agency/ICSC	X	X	X	X

II. Report of the local salary survey committee and the salary survey specialist

8. The report of the local salary survey committee and the specialist should be sent to the responsible agency/ICSC secretariat upon completion of the salary survey and should include the following project evaluation criteria:

General data

(a) Duty station;

(b) Reference date;

(c) Number of organizations at the duty station;

(d) Number of General Service staff at the duty station;

(e) Approved local salary survey committee terms of reference;

(f) Local salary survey committee date of establishment;

(g) Composition of the local salary survey committee;

(h) Specialist;

(i) Final results of the survey;

Salary history

(j) Previous comprehensive surveys: reference dates and resulting adjustments;

(k) Previous interim adjustments: dates and adjustments;

(l) Eighth-round adjustments;

Salary data

(m) Pilot approach adopted (outcome);

(n) Were national civil service and public sector data retained? Yes/No

(i) Time needed to secure national civil service data;

(ii) Number of public sector employers;

(iii) Time needed to secure public service data;

(o) Were private sector data retained? Yes/No

(i) Number of private sector comparators;

(ii) Time needed to secure private sector data;

(p) Were external salary data used? Yes/No

(i) Which vendor was selected?

(ii) Reason(s) for using external salary data instead of conventional methodology;

(iii) Minutes of the local salary survey committee to confirm that consensus has been reached by the local salary survey committee to use external salary data;

(iv) List of employers providing General Service/National Professional Officer matches;[2]

(v) Reference date;

(vi) External salary movements (if available);

(vii) Number of grade matches per vendor;

(viii) Incumbents on matched grades;

(ix) Local or countrywide data;

(x) Treatment of benefits and allowances;

(xi) Differences in working hours;

Lessons learned (to be completed by the local salary survey committees and the specialist separately)

(q) Please report on the following: data availability; employers' response; assessment of the process (fairness, transparency, flexibility, technical soundness and user-friendliness); strengths; weaknesses; and areas for improvement.

[2] **To be confirmed.**

Annex XII

Terms of reference of the local salary survey committee and guidelines on its establishment

Purpose

1. The local salary survey committee is an independent technical committee composed of representatives from both the organizations and the staff members who shall be serving in the survey duty station and acts as the principal partner of the responsible agency and the secretariat of the International Civil Service Commission (ICSC) for the purposes of the implementation of ICSC methodologies I and II. The committee therefore represents the intimate involvement of both the organizations and staff present in the survey duty station in the survey process.

Establishment, composition and membership

2. The organizations and staff representative bodies in the survey duty station shall each select an equal number of members of the local salary survey committee, subject to the maximum size of the committee depending on the survey duty station’s categorization, a process that shall be coordinated by the coordinating agency.

3. The Chair shall be an international professional appointed by the coordinating agency, upon consultation with the organizations and the staff representatives in the survey duty station. The members of the local salary survey committee shall select the Vice-Chair from among its members. The Chair and Vice-Chair shall have strong leadership/management skills and knowledge of the methodology and the survey process.

4. The local salary survey committee and the coordinating agency shall ensure that any departing Chair, Vice-Chair or member is promptly replaced.

5. The local salary survey committee membership should: (a) include members – when available – with prior experience in the local salary survey process and knowledge of the methodology; and (b) include at least one member – when available – with a thorough understanding of local/national income tax and social security legislation. Efforts should be made to ensure a gender-balanced composition of the committee.

Size of the local salary survey committee

6. The normal minimum and maximum number of members of the local salary survey committee shall depend on the categorization of the survey duty station, as assigned by ICSC:

Category of survey location	*Minimum number of members*	*Maximum number of members*
I and M-I	14	20
II	10	16
III	8	12
IV	6	10
V	4	6

Abbreviation: M-I, methodology I.

7. In survey duty stations with less than four staff members, the coordinating agency shall consult with the responsible agency on the appropriate approach to conduct the survey. The responsible agency shall in such circumstances seek the views of the staff representative bodies at such location, or the staff federations.

Replacement of the Chair, the Vice-Chair or members

8. The membership of the local salary survey committee shall, in principle, be continuous in order to build and preserve the committee's knowledge.

9. A member who is no longer able to fulfil this role shall inform the Chair, who shall request either the organizations or the staff representative bodies to select a replacement, depending on which of the two representations had selected the departing member.

10. A Chair who is no longer able to fulfil this role shall inform the coordinating agency, which shall appoint a replacement. A Vice-Chair who is no longer able to fulfil this role shall inform the local salary survey committee, which shall select a replacement from among its members.

11. The Chair may, at any point in time, in consultation with the other local salary survey committee members, terminate the membership of a member whom the Chair deems unfit to continue to fulfil his or her role. This may be through repeated non-participation in meetings without notice and/or valid reasons, or a failure to follow the instructions from the responsible agency, the ICSC secretariat or the Chair of the committee.

12. In case of an alleged breach of confidentiality, the Chair, in consultation with the local salary survey committee, the responsible agency/the ICSC secretariat, shall inform the coordinating agency about the appropriate action in accordance with the applicable rules and regulations for appropriate action.

13. The Chair, the Vice-Chair and the members of the local salary survey committee shall, as appropriate, disclose any potential conflict of interest resulting from their participation in the survey process.

Principal functions of the local salary survey committee

14. The local salary survey committee shall:

(a) Collect statistics on the local labour market and other relevant information regarding taxation and social security;

(b) Take a decision on the use of the external data pilot, in accordance with the relevant provisions;

(c) Propose the main and the reserve list of comparators for data collection in accordance with requirements of the applicable methodology;

(d) On the basis of the staff inventory, propose benchmark jobs to be included in the survey;

(e) Appoint members of the data-collection teams who will coordinate and participate in the data collection/interviews, together with the survey specialist;

(f) Inform the survey specialist when the survey requirements cannot be met;

(g) Verify the correctness of data used in calculations by the responsible agency/the ICSC secretariat;

(h) Propose which interim adjustment method shall be used;

(i) Keep minutes of all meetings and the decisions taken by the committee;

(j) Keep records of time allocated by members of the committee in the course of the survey process;

(k) Take any other decisions, as applicable, in order to fulfil its role.

Quorum and voting

15. The quorum is achieved when the simple majority of the local salary survey committee members are present. The committee shall normally decide by consensus. Should consensus not be reached, a simple majority shall be sufficient, except in the case of a decision that any further data-collection effort cannot reasonably be expected to lead to results. In that case, a unanimous decision of the committee is required in order to avail itself of external data to complete the survey.

Functions of the Chair

16. The Chair shall:

(a) Coordinate the work of the local salary survey committee;

(b) Be the principal liaison between the local salary survey committee and the responsible agency or the ICSC secretariat;

(c) Ensure that all members of the committee sign the confidentiality pledge upon appointment;

(d) Call for and manage meetings of the committee when deemed required, or when a simple majority of the members requests a meeting;

(e) Appoint members to prepare the job inventory and the sample income tax and social security calculations;

(f) Appoint members of the data-collection teams;

(g) Perform any other function reasonably required from the Chair to ensure that the committee can fulfil its role;

(h) Act as spokesperson on behalf of the committee and provide periodic updates to staff and management in the survey duty station on the status of the survey, subject to the applicable rules on the confidentiality of employer-specific information and data.

Data collection teams

17. Members of the local salary survey committee appointed to data-collection teams shall be entitled to ask questions during the interviews with comparators without prejudice to the fact that the survey specialist shall lead the interview.

18. Upon conclusion of an interview with a comparator, members of the data-collection team shall sign the questionnaire reflecting the information collected during the interview. If a follow-up meeting with the surveyed comparator is required, such communication with the employer should be established by the survey specialist.

Confidentiality

19. All members of the local salary survey committee shall sign the confidentiality pledge annexed to the ICSC methodologies. Under the confidentiality pledge, the members shall not disclose employer-specific information or external data to anyone who has not signed the confidentiality pledge.

20. Failure to comply with the obligations in the confidentiality pledge shall lead to a termination of local salary survey committee membership and a referral to the member's organization for appropriate administrative action.