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

Review of the methodology for surveys of the best prevailing conditions of employment at duty stations other than headquarters and similar duty stations* — survey methodology II

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* Duty stations sharing similar labour market characteristics as those found at the headquarters duty stations.



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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 (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 (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, the Commission, in accordance with the statute, assumed responsibility for conducting surveys of conditions of employment at headquarters duty stations. CEB has designated agencies to conduct surveys and establish salary scales at all other duty stations where General Service staff are posted. These agencies are referred to as "responsible agencies"; they apply the methodologies approved by the Commission in conducting the surveys and establishing the salary scales.

3. The principle for setting the salaries of locally recruited staff 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 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) and fifty-seventh (July 2003) sessions, the Commission again reviewed both methodologies and decided upon a number of additional changes. During its review of the methodologies at the seventy-second session, it decided to discontinue the practice of applying a unique methodology to headquarters duty stations. Instead, it decided that the characteristics of the local labour market and the size of the General Service staff should determine which methodology would be applied to a duty station. Under this approach, duty stations with similar labour market characteristics would be grouped under a common methodology without regard to whether they were headquarters duty stations or field duty stations. Accordingly, methodology I contained in document ICSC/72/R.10 would be applied both to the headquarters and to duty stations sharing similar labour market characteristics but previously surveyed under the non-headquarters methodology. The methodology for all other duty stations is referred to as methodology II and is set out in the present document. The methodology contains a glossary of terms (see annex I) as well as additional annexes, to assist in its uniform implementation.

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. The parties represented in the survey will execute a written pledge to maintain this confidentiality (a model confidentiality pledge letter is shown in annex XI), 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 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 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, which begins with the collection, through interviews, of data on salaries, allowances and other conditions of service offered by surveyed employers and 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;

(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.

II. Applicability of survey methodology II

9. Methodology II applies to all duty stations except those covered by methodology I (see ICSC/72/R.10). In 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 overall market size and the presence of suitable employers;

(b) The degree to which the labour market is conducive to starting and operating businesses;

(c) The overall socio-economic climate of the labour market;

(d) The size of the population of the General Service staff at the duty station.

10. The duty stations with the most sophisticated well-developed markets are grouped together under survey methodology I. Methodology II applies to the duty stations with labour markets that are not as highly developed and sophisticated as those under methodology I and/or where there are 30 or fewer General Service staff.

11. Methodology II is subdivided into five categories (categories I through V as contained in annex III) based on the considerations in paragraph 9 above. 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 30 or fewer General Service staff. The five categories showing the number of employers to be retained for the survey analysis are listed below.

(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 30 or fewer General Service staff where no comprehensive surveys will be conducted to establish the salary scales. The methodology for adjusting salary scales for these duty stations is described in annex V.

12. The Commission will review and revise as required the categorization of the duty stations at the same time the methodology is reviewed, after a full round of methodology I surveys. In the intervening period, ICSC or 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 as shown in annex III are required because of significant changes in economic circumstances or the population of the organizations' General Service staff. In such cases, the organizations 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 agencies, 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 two organizations, known as "responsible agencies": the United Nations (for the large majority of duty stations) and the World Health Organization (WHO) (for Brazzaville, Beijing, Honiara, Lyon, Manila, New Delhi, Nuku'alofa and Tarawa).

16. The responsible agencies 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, normally the agency with the largest number of staff in a particular duty station, 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;
- (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 coordinates survey activities and calls for the participation of representatives of administration and staff of the various common system organizations employing locally recruited staff at that duty station. The committee is chaired by a senior internationally recruited official appointed by the coordinating agency and is guided by the salary survey specialist. 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, it should seek a balanced representation of management and staff. 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 (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. 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 locally recruited staff 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 agencies. 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 Officers 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 duty stations with more than 30 General Service staff (categories I to IV), a comprehensive survey should take place at intervals of five years. Under exceptional circumstances, the periodicity of the comprehensive surveys 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, severe economic or political strife of force majeure. The methodology survey process described in sections VI through IX of the present document is applicable to duty stations with more than 30 General Service staff. This methodology can be viewed as having four phases as described below.

VI. Preparation phase

26. The preparatory phase is normally undertaken in the field 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, contact and consultation with the representatives of the administrations and staff should be carried out. Other recent salary surveys conducted in the area for similar categories of employees will also be valuable sources. Additionally, 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. Continuity among the employers surveyed should be sought from one survey to the next, while attempts should be made to replace the lower-ranking employers with more attractive ones. 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 below 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 per paragraphs 65 and 66 below, the public/non-profit sector, including, where possible, the national civil service as represented by the ministry of foreign affairs 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 below.

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 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 a minimum number of employees in jobs similar to the General Service, as described in paragraphs 33 and 34 below.

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 be retained for the analysis and salary scale construction.

33. In duty stations covered by categories I, II and III, where the requirement is to retain 15, 10 and 7 employers respectively, the minimum number of staff in jobs comparable to the General Service is 50. This requirement may be applied with a degree of flexibility:

(a) To comparators that are currently retained from the previous survey so as to maintain an acceptable level of consistency in employers participating in the surveys;

(b) To employers with a well-structured compensation system based upon globally applied job classification standards;

(c) To employers drawn from the public sector when it is necessary to facilitate their representation. In any case, 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, where the requirement is to retain five employers for comparison, employers should have at least 20 staff in jobs comparable to the General Service. Exceptions to the minimum requirement in 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. 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 VI, 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 VIII is based on data to be collected, as further discussed in paragraphs 58 to 61.

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 provided through the formal training courses organized by the United Nations, and additional training in job matching and interview techniques will be given 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 46 below. 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 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. In exceptional circumstances where the participation from the required number of employers cannot be achieved, the use of external data as per annex VII should apply.

A. Survey teams

46. 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 paragraph 57 below).

47. All members should be released from their regular duties for the duration of the data collection, during which time 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.

B. Interviews

48. In conducting the survey interviews, the survey team members should not be identified as representing any particular interest. 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.

49. 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.

50. 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

51. 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. Organizational charts and an overall description of the common system structure should also assist in establishing accurate job matches.

52. 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.

53. 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. If such posts, however, were held by university graduates at a relatively early stage of their career, a job match would be disallowed.

54. 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.

55. 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.

56. 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.

57. 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 among members of the survey team 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

58. 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;
- (g) Social security and pension provisions.

59. 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.

60. 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.

61. As regards benefits, the questionnaire covers leave provisions, medical insurance, pensions and social security provisions, as well as the range of fringe benefits that are often found at duty stations to which methodology II is applicable. Annex IX 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 IX, 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 76 to 83 below. However, data for both the costs and the provisions such as the minimum number of years for eligibility, cost-sharing ratios between employer and employee, etc. should be reported, as this will facilitate final analysis.

VIII. Data analysis phase

62. 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, normally not exceeding four months from the reference date of the survey. The committee should be given 30 days to respond. If no response is received within this 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

63. 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 64 to 70 below.

Retention of employers

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

65. 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.

66. 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 the ministry of 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 the category I duty stations listed under annex IV, the retention of the ministry of

foreign affairs is a requirement. Where it is not possible to survey the ministry of foreign affairs, the responsible agency will select an appropriately representative alternate civil service employer after consultation with the Chair of ICSC and the local salary survey committee. The table below shows the minimum number of employers that should be represented from the public sector.

<i>Category</i>	<i>Public sector (minimum) with national civil service retained</i>	<i>Public sector (minimum) with national civil service not retained</i>	<i>Private subsectors (normal maximum)</i>	<i>Private subsectors (exceptional maximum)</i>
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

67. As long as the surveyed employers meet the criteria of the methodology, they cannot be dropped in favour of use of external data. Only 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, can external data be used to substitute for some employers. The procedures to be applied in using external data to complete a comprehensive survey are outlined in annex VII.

Retention of jobs

68. Each employer retained for the General Service analysis should provide matches for at least half the surveyed grades and one third of the jobs surveyed. 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.

69. 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.

70. 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

71. 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.

72. 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 as discussed in paragraph 84 below.

73. 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.

C. Other elements of remuneration

74. 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.

75. 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 like 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 based on 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 based on 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 relatively free access to these funds, or to the extent that the plans provide for regular cash disbursements.

D. Fringe benefits

76. 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.

77. 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.

78. 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 such things as free or discounted company products, recreation facilities, vacation packages and similar benefits. 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 IX provides an overview of a range of benefits and the method of their quantification.

79. 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 76 and 85 should first be applied.

80. 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.

81. 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.

82. Data collected on unquantified fringe benefits, other conditions of service and social benefits 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.

83. 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

84. Some of the elements of remuneration mentioned in paragraph 75 above, as well as some fringe benefits mentioned above, are considered non-pensionable by outside employers. Data should be collected to permit the establishment of a non-pensionable component as described below. Where total non-pensionable benefits and allowances constitute more than 10 per cent of net remuneration, a separate, non-pensionable salary component should be established. 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. The main criteria 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 X should be considered pensionable.

F. Social benefits and other conditions of service

85. Social benefits will be taken to mean the payments (in cash and in kind) and the services and guarantees provided by the employer for the well-being and welfare of the employee and his or her family members, including health insurance and other health-related matters; provisions for sickness, disability, accident and death;

occupational safety and health provisions; maternity and paternity benefits; pension and retirement benefits; unemployment benefits; all benefits in relation to family members; and provisions for education. Other conditions of service will, by elimination, mean those which are not salary, other elements of remuneration (i.e., those referred to in section C above), fringe benefits or social benefits, but will not include intangible work-related factors, such as security of service, prospects for promotion and career development, job satisfaction and motivation, recognition and evaluation of work and job training.

86. Information on conditions of service such as outside social security provisions to which the employer makes a contribution should be collected in the course of each survey, even though they are to have no direct bearing on the salary recommendations or on the level of the dependency allowances resulting from the survey. Such data are used in reviewing the overall conditions of employment at a given duty station, as well as when making assessments of the desirability of maintaining uniform, system-wide schemes, as in the case of pension, leave and health insurance. Information on annual leave and public holidays is also collected, and, while it has no direct impact on the salary recommendations, these data may be applied in the calculation of certain fringe benefits, for example, if an employer provides benefits or allowances that are paid based on the number of days worked. Differences between employers and the common system in health insurance subsidies or premiums, however, are clearly not quantifiable. Differences in social provisions and leave, together with conditions of service other than salary, should be reflected clearly in each survey report. The cost to the employer, if any, for retirement or pension plans, disability benefits and health and life insurance should be collected, if available.

G. Hours of work

87. 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.

H. Overtime compensation and shift differentials

88. 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.

I. Netting down of outside gross salaries

89. 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 which 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.

J. Outside matching salaries per job

90. 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 organizations' 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.

91. 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.

92. 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.

K. Final selection of employers to be retained

93. 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.

L. Averaging and weighting

94. 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 93 above, 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.

95. 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.

96. 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.

97. 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 step (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 (a) above 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 (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, finally, 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 (f) above 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) Finally, the overall weighted average increase for each combination of employers is compared and the combination reflecting the highest such increase is selected.

98. 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.

IX. Decision and salary scale construction phase

A. Construction of the salary scale

99. 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.

100. 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.

101. 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.

102. 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.

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.

103. 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 101 above, 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. If warranted by local practice, the use of longevity steps should be considered and the number of steps and the inter-step differentials should be determined accordingly.

104. 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.

B. Effective date of survey results

105. 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.

C. Periodic adjustments between surveys

106. Comprehensive salary surveys are normally conducted every five years for categories I through IV 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.

107. There are two acceptable interim adjustment procedures, namely a mini-survey or 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.

108. 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. This continuity is essential in order to expedite the interim adjustment process and to avoid possible distortions.

109. 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.

110. 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.

111. 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 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 is used it should be reduced by a factor that would be most appropriate to local conditions, 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. Once selected, the adjustment mechanism should remain consistent until the next comprehensive survey.

112. 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.

113. 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 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.

X. Special measures

114. 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.

115. 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 as to 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.

116. 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.

A. Very high inflation

117. In situations of very high inflation a different approach to adjusting salary levels may be considered. For example, the salary levels of a selected group of employers surveyed could be monitored at regular intervals, monthly if necessary, by using a spot-check process, provided at least 50 per cent of the surveyed employers are included and that the sample does not vary from check to check. When such an adjustment procedure is not possible, it may be necessary to use some special measure, such as a lump sum non-pensionable amount either as a one-time payment or otherwise limited to a maximum of three months.

118. 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

119. 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

120. Ideally, no duty station in categories I through IV 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 agencies, 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

121. 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 alternate data such 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.

122. 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.

Annex I

Glossary of terms used in methodology II

Allowances: 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, based on 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 based on 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); (c) Non-cash, non-quantifiable (non-quantifiable benefits). These 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 (CEB) 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 phone 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 takes into account fully (simple weighted average) or partially (logarithmic weights) 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. Public administration (including national civil service and embassies).
2. International and non-governmental organizations.
3. Parastatal organizations.^a
4. Educational institutions.
5. Miscellaneous.

Private

1. Finance, insurance, real estate and business activities (including banks, life/health insurance carriers, stock brokerage firms, travel agencies, etc.).
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, railways, etc.).
4. Wholesale and retail trade (local enterprises that market/sell products directly to final user or for resale).
5. Miscellaneous.

* “Public sector” refers to employers that function on a not-for-profit basis.

^a 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 2011

Category I: 15-employer retention

<i>Country</i>	<i>Duty station</i>
Argentina*	Buenos Aires
Chile	Santiago
China*	Beijing
Colombia*	Bogota
Egypt	Cairo
Greece	Athens
India	New Delhi
Indonesia	Jakarta
Israel	Israel base
Kuwait	Kuwait City
Malaysia*	Kuala Lumpur
Mexico	Mexico City
Philippines	Manila
Russian Federation*	Moscow
Saudi Arabia*	Riyadh
South Africa*	Pretoria
Thailand	Bangkok
Turkey	Ankara

* As a transitional measure, should the first comprehensive survey under the present methodology be within three years from the date of the last comprehensive survey, the retention of 12 employers for final analysis would be required.

Category II: 10-employer retention

<i>Country</i>	<i>Duty station</i>
Brazil	Brasilia
Bulgaria	Sofia
Costa Rica	San José
Croatia	Zagreb
Cyprus	Nicosia
Dominican Republic	Santo Domingo
Ecuador	Quito
El Salvador	San Salvador
Guatemala	Guatemala City
Hungary	Budapest
Jamaica	Kingston
Jordan	Amman
Kenya	Nairobi
Kazakhstan	Almaty
Morocco	Rabat
Nigeria	Abuja
Pakistan	Islamabad
Panama	Panama City
Romania	Bucharest
Senegal	Dakar
Serbia	Belgrade
Slovakia	Bratislava
Tunisia	Tunis
Ukraine	Kyiv
Uruguay	Montevideo
Venezuela	Caracas
Viet Nam	Hanoi

Category III: 7-employer retention

<i>Country</i>	<i>Duty station</i>	<i>Country</i>	<i>Duty station</i>
Albania	Tirana	Madagascar	Antananarivo
Algeria	Algiers	Malawi	Lilongwe
Angola	Luanda	Maldives	Male
Armenia	Yerevan	Moldova	Chisinau
Azerbaijan	Baku	Mozambique	Maputo
Bangladesh	Dhaka	Myanmar	Nay Pyi Taw
Barbados	Bridgetown	Namibia	Windhoek
Belarus	Minsk	Nepal	Kathmandu
Benin	Cotonou	Nicaragua	Managua
Bolivia	La Paz	Niger	Niamey
Bosnia and Herzegovina	Sarajevo	Papua New Guinea	Port Moresby
Botswana	Gaberone	Paraguay	Asunción
Cameroon	Yaoundé	Peru	Lima
Comoros	Moroni	Rwanda	Kigali
Côte d'Ivoire	Abidjan	Samoa	Apia
Equatorial Guinea	Malabo	Sri Lanka	Colombo
Ethiopia	Addis Ababa	Sudan	Khartoum
Fiji	Suva	Swaziland	Mbabane
Gabon	Libreville	Syrian Arab Republic	Damascus
Georgia	Tbilisi	Tajikistan	Dushanbe
Ghana	Accra	The former Yugoslav Republic of Macedonia	Skopje
Guyana	Georgetown	Togo	Lomé
Honduras	Tegucigalpa	Trinidad and Tobago	Port of Spain
Iran	Tehran	Turkmenistan	Ashgabat
Kosovo	Pristina	Uganda	Kampala
Kyrgyzstan	Bishkek	United Republic of Tanzania	Dar-es-Salaam
Lao People's Democratic Republic	Vientiane	Uzbekistan	Tashkent
Lebanon	Beirut	Yemen	Sana'a
Lesotho	Maseru	Zambia	Lusaka

Category IV: 5-employer retention

<i>Country</i>	<i>Duty station</i>
Afghanistan	Kabul
Bhutan	Thimphu
Burkina Faso	Ouagadougou
Burundi	Bujumbura
Cambodia	Phnom Penh
Cape Verde	Praia
Central African Republic	Bangui
Chad	N'Djamena
Cuba	Havana
Democratic Republic of the Congo	Kinshasa
Djibouti	Djibouti
Eritrea	Asmara
Gambia	Banjul
Guinea	Conakry
Guinea-Bissau	Bissau
Haiti	Port-au-Prince
Iraq	Baghdad
Liberia	Monrovia
Mali	Bamako
Mauritania	Nouakchott
Mongolia	Ulaanbaatar
Republic of the Congo	Brazzaville
Sao Tome and Principe	Sao Tome
Sierra Leone	Freetown
Somalia	Mogadishu
Timor-Leste	Dili
Zimbabwe	Harare

Category V: No comprehensive surveys

<i>Country</i>	<i>Duty station</i>
Antigua and Barbuda	St. John's
Australia	Canberra
Bahamas	Nassau
Bahrain	Manama
Belize	Belmopan
Cayman Islands	George Town
Czech Republic	Prague
Democratic People's Republic of Korea	Pyongyang
Dominica	Roseau
Estonia	Tallinn
Finland	Helsinki
Grenada	St. George's
Ireland	Dublin
Kiribati	Tarawa
Latvia	Riga
Libyan Arab Jamahiriya	Tripoli
Lithuania	Vilnius
Malta	Valletta
Marshall Islands	Majuro
Mauritius	Port Louis
Monaco	Monaco
Montenegro	Podgorica
New Zealand	Wellington
Norway	Oslo
Oman	Muscat
Poland	Warsaw
Portugal	Lisbon
Qatar	Doha

<i>Country</i>	<i>Duty station</i>
Republic of Korea	Seoul
Seychelles	Victoria
Singapore	Singapore
Slovenia	Ljubljana
Solomon Islands	Honiara
Suriname	Paramaribo
Sweden	Stockholm
Tonga	Nuku'alofa
United Arab Emirates	Abu Dhabi
Vanuatu	Port Vila

Annex IV**Duty stations under category I where the national civil service must be retained**

<i>Country</i>	<i>Duty station</i>
Chile	Santiago
Greece	Athens
Israel	Israel base
Kuwait	Kuwait City
Mexico	Mexico City
Saudi Arabia	Riyadh
Turkey	Ankara

Annex V

Salary adjustments for duty stations in category V

1. Category V of methodology II applies to those duty stations where there are no more than 30 General Service staff. Because it is not practical to conduct comprehensive surveys at such stations, some form of indexation mechanism or externally acquired data will be used to adjust salaries, normally once a year. Every five years, reference checks will be made to determine if the United Nations salaries have maintained their position among the better employers in the local labour market.

2. It is especially important to maintain a good record of turnover rates at these locations. The standardized exit interview questionnaires should be used to determine the reasons behind any high levels of staff turnover. Finally, the organizations at these duty stations should make a special effort to document any difficulties they experience in recruiting local staff since the goal is to ensure that the United Nations conditions of service are among the best in the local labour market.

Annex VI

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, photocopying documents, etc.

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 judgement 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/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 judgement 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/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, central documentation services, etc.).
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, budget follow-up, etc.).
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, budget follow-up, etc.). Coordinates with other units to ensure smooth running and expedition of

work within the unit (such as following up 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 based on 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 he/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 expenditures. 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 judgement 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 expenditures.
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 expenditures. 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, expenditures, 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 expenditures to ensure they remain within authorized levels.
5. Prepares worksheets and assists in 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, income tax returns, etc., and checks bank statements against disbursements to ensure correctness of computations. Prepares monthly expenditure schedules and quarterly and year-end statements.

3. Provides reports on financial status, procedures, exchange rates, costs and expenditures 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/expenditures 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 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's 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 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 on 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 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, i.e., completion of new applications, 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 problem 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 para-professional 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.

3. 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. Verifies receipt and inspection of deliverables and accurately reports as required. Classifies and codes material relating to a number of subject areas and maintains general office files.
5. Makes travel and hotel reservations, prepares travel authorizations 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 questions. Work affects 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 letter 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.

Procurement

5. Provides procurement, logistical and administrative support to a senior-level staff member in the acquisition of a wide variety of goods and services or initiates procurement action on behalf of field missions, clarifying requirements in collaboration with the procurement unit.
6. Assists in preparation of purchase orders and contracts. Monitors status of requisitions and maintains contact with suppliers to ensure timely delivery of goods and services.

General

7. 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.
8. Classifies and codes material relating to a number of subject areas and maintains general office files or provides guidance to registry clerk in performing this duty.
9. Arranges internal and external meetings, some involving high-ranking officials, and takes minutes and/or notes at meetings.
10. Assists in the development of travel plans for the unit and makes travel and hotel reservations, prepares travel orders and assembles information pertinent to purpose of travel.
11. Advises on and makes arrangements for shipment and receipt of office and project supplies and equipment, including customs clearance.
12. Maintains, updates and transmits inventory records and non-expendable equipment.
13. 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. 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.

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.

5. Resolves issues/problems related to delivered goods, including discrepancies between purchase orders and items/quantities shipped or received.
6. Prepares requisitions for supplies and equipment locally and abroad and arranges for control of distribution and maintenance of appropriate inventory records.

General

7. Advises and assists other 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; 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 which may be of a confidential nature within the assigned area of responsibility.
9. Assists in the preparation of office budgets applicable to staff and servicing costs and maintains necessary budgetary control records.
10. May also supervise, directly or indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.
11. 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/he handles highly complex problems involving a broad range of policies, procedures and practices, and interprets these 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 getting work done 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/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 evaluating and screening applications of such candidates. Reviews and evaluates 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.
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. Based on 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 technology 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.

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. Resolves issues/problems related to delivered goods, including discrepancies between purchase orders and items/quantities shipped or received.
10. Prepares requisitions for supplies and equipment locally and abroad and arranges for control of distribution and maintenance of appropriate inventory records.
11. May authorize purchases up to a limit within an assigned area of responsibility.
12. Coordinates timely delivery of goods and services.

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.
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. Prepares correspondence, status reports, draft evaluations and justifications, as required, by consolidating data and information on general administrative or specialized tasks which may be of a confidential nature within the assigned area of responsibility.
17. Supervises the maintenance of automated databases and the centralized reference and filing systems.
18. Verifies contractors' invoices against the goods and services provided by the contractor.
19. Processes the payment of contractors' invoices and monitors payments.
20. 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 Officers

Programme Officer/Analyst — NO-A

Organizational context and role

The programme analyst typically works as part of a project team under the guidance and direct supervision of a higher-level specialist or project manager. The incumbent gives 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 programme officer/analyst may be required to supervise and lead programme support staff.

Duties and responsibilities

Researches and analyses socio-economic 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.

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.

Provides such administrative support as the preparation and monitoring of budget estimates and expenditure forecasts, preparing revisions as requested by the supervisor.

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 (NGOs) 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 socio-economic 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 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 “pipe-line” 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 judgement 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

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.

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.

General administration

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, travel entitlements, etc.; participates in the development of the office's travel plans, performs procurement planning for contract actions which are well-defined, for which precedent exists and which are limited to "one-country" market; ensures follow-up action to contract award; monitors contractor performance and certifies completed work for compliance with contractual terms and payment; 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.

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

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.

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 via various specialist departments within the headquarters duty station. Complex or unusual cases are generally referred.

Duties and responsibilities

Advises and supports the head of office with respect to all areas of administration, finance and human resources; 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.

Liases with host country with respect to maintenance of property, procurement issues and purchasing of goods and services for projects and programmes; ensures that financial transactions are in compliance with organizational rules, regulations, policies and procedures; and acts as certifying officer.

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.

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 related field.

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

Annex VII

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 where 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 it to a uniform base will be done by the salary survey specialist. The external salary movement percentage will be established as a simple average of the data of the two vendors adjusted for the gross to net relationship based on the tax regulations at the duty station.
4. The survey result will represent a weighted average of the internal comparison referred to in paragraph 1 above and the external salary movement percentages referred to in paragraph 3 above, 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 VIII

Sample questionnaire

OHRM Form : SALARIES, ALLOWANCES AND OTHER BENEFITS		PART I		Date:	Place:
EMPLOYER CODE:					
1. Introduction					
1.1	Total work force of your organization in duty station, country?				
1.2	Total number of office workers employed by your organization in duty station, country?				
1.3	How long has your organization been established in duty station, country?		Yrs		
2. Salary system					
2.1	Does a formal salary scale or range exist?	Yes	No		
	Could you provide a copy of the salary scale(s)?	Yes	No		
2.2	On what basis is the salary scale or range set?				
	a. Salary survey	Yes	No		
	List employers surveyed				
	b. Other				
2.3	Is there a hiring rate for each grade or job which differs from the minimum of the scale or range? If yes, please explain:	Yes	No		
2.4	Is there a maximum salary for each grade which cannot be exceeded? If not, please explain:	Yes	No		
2.5	What triggers a scale/range adjustment? If other, please explain	COL	Other		
2.6	What is the normal interval between adjustments to the salary scale(s) or range(s)?		Mo.		
2.7	Are there any fixed salary review dates? If yes, please specify	Yes	No		
2.8	(a) When did your current salary scale(s) or range(s) go into effect?				
	(b) What is the effective date of your previous salary scale?				
	(c) What is the expected date of the next revision of your salary scale or range?				
3. Individual Salary Movement					
3.1	Individual salary increases for a given grade are granted (a) automatically (b) according to individual merit				
3.2	What is the normal interval between salary increases in the same grade?				years
3.3	As a general rule, how many years does it take an employee to advance from the minimum to the maximum salary in the same grade?				Years
3.4	What are the criteria for promotion to the next higher grade?				
3.5	Does your organization have a job classification system? Can you provide an organigram of your organization?	Yes	No		
3.6	Can you provide an organigram of your organization?	Yes	No		
4.	General comments and/or footnotes				
Indicate if this survey is Comprehensive or Interim >>					
				Comp	Interim
SIGNATURES OF THE INTERVIEW TEAM:					
Chairman, LSSC					
LSSC Member:					
LSSC Member:					

FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS												
PART II												
1. Salary rates												
Date: _____ Place: _____												
		UN Common workweek	Hrs.	Employer's basic workweek	Hrs.	Employer's basic workweek	Hrs.	Employer's basic workweek	Currency of salary scale: Exchange rate applied:	Currency & Exchange-rate		
(a)	Levels and job titles (United Nations)	Job specific ww if diff.	(b)	Levels and job titles (Employer)	(c) Job specific ww if diff.	(d) No. of empl. in post	Minimum or actual hiring rate	Maximum	Allowances and benefits	Taxable	Non-taxable	Non-taxable
Job Level	Representative posts	Grade	Grade	Job titles	Job titles							
1	G-1 Messenger											
2	G-2 Driver											
3	G-3 Senior Driver											
4	G-3 Clerk-Typist											
5	G-4 Secretary											
6	G-4 Administrative Clerk											
7	G-4 Finance Clerk											
8	G-5 Senior Secretary											
9	G-5 Senior Administrative Clerk											
10	G-5 Senior Finance Clerk											
11	G-6 Secretary to Office Head											
12	G-6 Administrative Assistant											
13	G-6 Finance Assistant											
14	G-7 Senior Admin. Assistant											
15	G-7 Senior Finance Assistant											
16	NO-A											
17	NO-B											
18	NO-C											
19	NO-D											
20												
21												

FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS											
PART II											
2. Allowances and other benefits paid in addition to the base salary											
ALLOWANCES AND BENEFITS PAYABLE TO SOME, BUT NOT ALL STAFF											Date:
ALLOWANCES AND BENEFITS PAYABLE TO ALL STAFF											Place:
1.	Description	Local currency	MIN	MAX	Taxable	Available to job(s)					
	- As a percentage of salary	%			Non-taxable	As a percentage of salary	%	MIN			Taxable
	- Months salary	Mo.				Months or part of months salary	Mo.	MAX			Non-taxable
2.	Description	Local currency	MIN	MAX	Taxable	Available to job(s)					
	- As a percentage of salary	%			Non-taxable	As a percentage of salary	%	MIN			Taxable
	- Months salary	Mo.				Months or part of months salary	Mo.	MAX			Non-taxable
3.	Taxable Bonus or Allowance	Local currency	MIN	MAX		Available to job(s)					
3.1		%				As a percentage of salary	%	MIN			Taxable
		Mo.				Months or part of months salary	Mo.	MAX			Non-taxable
3.2	< Years to qualify	%				Available to job(s)					
		Mo.				As a percentage of salary	%	MIN			Taxable
						Months or part of months salary	Mo.	MAX			Non-taxable
3.3	Description	Amount			<Exch-rate	Available to job(s)					
3.4		Local currency			Currency	all					
4.	Non-Taxable Bonus or Allowance	Local currency	MIN	MAX	Local	As a percentage of salary	%	MIN			Taxable
4.1		%			Local	Months or part of months salary	Mo.	MAX			Non-taxable
4.2	< Years to qualify	%				In addition to base salary, ROWS:>	1	2	3	4	
		Mo.				COMPANY PROVIDED CAR					
4.3		Amount			Currency	Purchase price					
4.4		Local currency			Local	Resale Value					
					Local	Years of usage					Years
5.	Meals	Allowance (amount per annum)			/Year	COMPANY PROVIDED CAR					
	if capped "X" >					Job(s)					
	Cost to employer	per meal				Purchase price					
6.	Beverages, Coffee/Tea	Cost per-cup			€ups-per-day	Resale Value					
						Years of usage					Years
7.	Company Sponsored Activities					CAR RELATED BENEFITS					
	Remarks:					Job(s)					
						(Non-tax.)					
						TOTAL					
						CAR RELATED BENEFITS					
						Job(s)					
						(Non-tax.)					
						TOTAL					

FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS

PART III

3: Income Tax & General Conditions of Service

Date: _____
Place: _____

LOAN FACILITIES		TAX INFORMATION	
Housing loan 1: If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	Are the employees of this organization legally exempt from income tax? Yes _____ No _____	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____	Tax Deductions: Flat amount _____ NOTE not included in MIN/MAX below	
Housing loan 2: or Loan Cap > If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	and/or per cent of salary _____ percent MIN _____ MAX _____ if applicable	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____	Additional tax deductions: _____ percent	
Housing loan 3: or Loan Cap > If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	Flat tax amounts and rebates TAX amount _____ REBATE amount _____ REBATE as a percent of taxes paid _____ below taxable income level _____	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____		
Other loans: If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	GENERAL CONDITIONS OF SERVICE	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____	(a) Leave provisions: Annual leave -- _____ calendar days per annum	
Other loans: If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	(b) Social security contributions and provisions required by law: By the employee: _____ percent By the employer: _____ percent	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____	(c) Medical insurance scheme: Covering employee: _____ Including family members: _____ Contributions: By the employee: _____ percent By the employer: _____ percent	
Other loans: If available to all staff "x" >> percent utilization _____ or list > _____	Maximum amount _____ percent _____ Years of repayment _____	(d) Retirement scheme: Contributions: By the employee: _____ percent By the employer: _____ percent	
Loan amount: _____ months salary or _____ Loan rate as percentage below market rate _____ Years of service requirement _____ years	Maximum amount _____ percent _____ Years of repayment _____	(e) Dependency all: Description Value 1) Children _____ 2) Spouse _____ 3) Secondary dep. _____ 4) Funeral grant _____ 5) Other _____	
MISCELLANEOUS		(f) Transportation: _____	

Annex IX

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 81 above, 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 that the employee could not sell privately, unlike a number of other consumable products. In view of this, airline tickets should 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 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 X

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 XI

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 other locally recruited staff, 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 upon 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.^a 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 only of 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 judgemental 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, additionally, 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 _____

^a This sentence relates to survey team members only.