



FICSA/C/72/HRM/2/Rev.1
Provisional agenda item 12(b)

FICSA Council

72nd session

COMPREHENSIVE NUCLEAR-TEST-BAN TREATY ORGANIZATION
(CTBTO)

Vienna, 2 to 8 February 2019

COMPENDIUM
ALTERNATIVE WORKING ARRANGEMENTS



United, we are building a stronger future

Geneva, 18 January 2019

**Compendium of policies on alternative working arrangements
(Ref. Decision FICSA/C/71/D/11)**

Upon the request of the Standing Committee on Human Resources Management, the 2017 request for policies on alternative working arrangements was reissued in 2018 to complete and update the FICSA database. Below is a compendium of all the replies.

Organization	Page
EMBL	page 3 to 8
FAO	page 9 to 27
IAEA	page 28 to 36
IARC	page 37 to 41
IFAD	page 42 to 47
IOM	page 48 to 54
OPCW	page 55 to 69
SCBD	page 70 to 84
UNCTAD	page 85 to 91
UNESCO	page 92 to 95
WFP	page 96 to 116
WTO	page 117 to 124

HUMAN RESOURCES

EMBL FLEXIBLE WORKING ARRANGEMENTS GUIDELINES (EFFECTIVE FROM 1 JANUARY 2019)

PURPOSE

1. These guidelines have been developed to assist EMBL members of personnel and their line managers to plan, implement and manage flexible working arrangements whenever practical, taking into account operational requirements. Existing agreed working arrangements are not affected by this guideline.
2. EMBL supports members of personnel in managing the demands of working life and recognises that flexible working arrangements offer many benefits to both staff and the organisation which include:
 - a) Enhancing personal motivation and improving operational efficiency and productivity.
 - b) Enabling individuals to work effectively while also addressing personal and family needs.
 - c) Improving recruitment and retention of diverse, talented and motivated staff by offering greater flexibility in how and where work is done, especially as members of personnel expectations change with regard to their jobs, careers and work-life balance.

Scope

3. These guidelines are designed for members of personnel and their line managers who want to establish flexible working as a continuing arrangement that consistently differs from the standard hours of work or location. These types of flexible working require a written agreement.
4. Infrequent, short-term work away from the office or other occasional flexible arrangements (e.g. occasionally working from home or coming to work later to keep a private appointment) would normally not require a formal agreement in writing. These arrangements will be managed using an informal approach that only requires the agreement of the member of personnel's line manager.

Definition

5. EMBL defines a flexible working arrangement as a mutual arrangement between members of personnel and their line managers in which both parties agree on making changes on how long, where, when and at what times, members of personnel will work in order to better balance their professional and personal lives while also meeting operational requirements.

Effective date

6. These Guidelines will come into effect on 1 January 2019 and will be reviewed by Human Resources after 12 months.

GENERAL CONDITIONS APPLICABLE TO ALL FLEXIBLE WORKING ARRANGEMENTS

Eligibility and requirements

7. Flexible working arrangements may be authorised for staff members, fellows, ancillaries and supernumeraries at all EMBL sites following the successful completion of the member of personnel's probation period.

8. These guidelines are intended to facilitate flexible working arrangements but do not create an entitlement to them, nor an obligation to use them. Each request will be considered on its own merits and will be granted on a case-by-case basis. Line managers are encouraged to agree on flexible working arrangements whenever possible. However, this may not always be feasible as some arrangements may not be appropriate for particular jobs or for certain members of personnel, depending on the individual function and location. Productivity and quality standards must not be compromised following the implementation of a flexible working arrangement.

9. Every EMBL site is encouraged, within the framework of these guidelines, to apply flexible working arrangements in a way which best takes into account the specific working context.

10. The implementation of flexible working arrangements should not normally result in additional costs for the organisation. Any additional costs arising from a flexible working arrangement will need to be approved by the Budget Holder. No additional payments, FTE numbers, benefits or entitlements can be claimed under these guidelines.

11. A flexible working arrangement requires a written agreement through the Flexible Working Arrangement Agreement form (see the "Procedures" section below), between the member of personnel and his/her line manager with final approval of the Head of Unit, to ensure that all parties understand the expectations arising from the arrangement.

Establishing flexible working arrangements

12. Line managers should carefully consider all requests for flexible working, taking into account operational requirements and the needs of the member of personnel, while ensuring that consideration is equitable and consistent for all members of the Unit.

13. It is the responsibility of requesting members of personnel and the relevant line managers to consider and evaluate the potential operational implications of implementing a flexible working arrangement. For example, the potential impact on co-workers, costs, level and quality of services and supervision must be taken into account. Flexible working arrangements must be transparent and well communicated within the team.

14. When planning a flexible working arrangement, a minimum of a half-hour break must be built into any work period of more than five hours.

15. Line managers should take into account flexible working arrangements when scheduling meetings. However, there may be occasions in which exigencies of service will require the presence or remote availability of a member of personnel when he/she would be normally utilising a flexible working arrangement.

16. Any changes to the weekly total hours requires a change in the employment contract and some benefits or/and contributions will be prorated, therefore the requesters will need to consult

their Human Resources Advisor to fully understand the implications of the change in their specific circumstances.

17. Flexible working arrangements will be monitored by Human Resources. Members of personnel utilizing a flexible working arrangement who are required to complete timesheets need to record the actual number of hours and schedule worked.

Trial period and ongoing review

18. Flexible working arrangements are subject to a trial period of three to six months to ensure the efficacy of the arrangement. The length of the trial period will be specified on the “Flexible Working Arrangement Agreement” form. Line managers and members of personnel should monitor and review their arrangement on an ongoing basis to make adjustments as needed to ensure that the arrangement continues to meet both the members of personnel and operational requirements.

Modifying or ending a flexible working arrangement

19. A flexible working arrangement can be modified or discontinued if changes in operational requirements or the needs of the member of personnel require adaptation or a return to a regular working schedule. Flexible working arrangements may also be modified or terminated when the arrangement has a negative impact on operations, if the flexible working arrangement causes inconvenience to the work of the team or if the performance of the member of personnel becomes unsatisfactory. In such cases, a reasonable period of notice (at least one month) will be given to allow sufficient time for the member of personnel to return to his or her prior work schedule. If the member of personnel wishes to terminate the flexible working arrangement, it may not be possible for them to return to full-time status if the flexible working arrangement resulted in permanently reduced hours.

20. Approval of a flexible working arrangement is linked to a specific position and is agreed with the relevant line manager. If a member of personnel changes position, he/she will not automatically carry over the flexible working arrangement to the next position. The flexible working arrangement will be terminated and a new request would need to be submitted. New line managers taking over responsibility for members of personnel with existing flexible working arrangements will also have the right to review these arrangements.

Flexible working arrangements offered at EMBL

21. The following types of flexible working arrangements are available at EMBL:

- a) Alternative work schedule
- b) Part-time working
- c) Job-sharing
- d) Permanently or temporarily reduced hours
- e) Phased return to work
- f) Regular home/remote working
- g) Keeping-in-touch days (KIT) during maternity leave

The types of arrangements can be combined to fit the individual circumstances.

Alternative work schedules

22. An alternative work schedule has variable starting and ending times, within agreed limits.

23. Members of personnel utilising an alternative work schedule will still work the same number of hours as they would before the flexible arrangement began. There may be a requirement to work core hours, with flexibility only outside these times.

24. Whenever feasible, and when core hours apply, meetings and other activities should be organised during core hours or at times when the member of personnel utilising the flexible working arrangement is present.

Part-time working

25. Part-time working is a work schedule that consists of fewer work hours than the standard working week. This arrangement may be agreed on a permanent or temporary basis. For staff members, the working week is at least 50% of the regularly scheduled full time working week (R 2 1.15).

26. To the extent possible, team meetings or other activities should be organised within the new hours of the member of personnel.

27. A line manager will normally need to make adjustments when a member of personnel changes from full-time to part-time working, including re-allocation of work or the recruitment of substitute staff. For this reason, the member of personnel needs to be aware that it may not be possible to revert back to full-time working.

Job-sharing

28. Job-sharing is a form of part-time working where two part-time members of personnel share the responsibilities of a full-time job at a prorated salary based on time.

29. Consideration needs to be given to communication and handover time between the job-share partners.

Temporarily reduced hours

30. Temporarily reduced hours is a reduced work schedule for a specific period. For example, when a member of personnel needs to care for a family member, or during a period of study.

31. Consideration will need to be given to the impact on the other members of the team and how the workload of the member of personnel will be managed (i.e. what activities will need to be postponed or covered by somebody else).

Phased return to work

32. A phased return to work is a reduced work schedule that gradually increases up to standard working hours. For example, when a member of personnel has had a prolonged period of absence from work, it may facilitate effective return if the return to work is phased in.

33. Usually a flexible working arrangement that results in reduced working hours requires a change in the employment contract. However, if the phased return is on the advice of a medical practitioner, no contract amendment will be needed as the arrangement is covered under the sick leave provisions set out in EMBL Staff Rules and Regulations.

Regular home/remote-working

34. Regular home/remote-working is a work arrangement in which a member of personnel regularly works at home or remotely during part of a work schedule. Normally, this is restricted to a maximum of one day per week.

35. Regular home/remote working arrangements need to be discussed with Human Resources or the relevant EMBL site administration. Following their advice, the member of personnel is responsible for establishing a safe and suitable workspace including related telephone and internet connections and will need to complete an EMBL Workstation Assessment Form for the remote location.

36. Normally the member of personnel will be responsible for meeting any costs incurred as a result of home/remote working including costs of additional equipment, internet provision, heating or electricity.

37. Childcare, elder care, and other significant responsibilities cannot be performed while working from home/remotely.

38. Regular remote working from outside the country of the duty station is generally not supported because of the potential tax complications and consequences for members of personnel at EMBL. Any such arrangement must be agreed with Human Resources.

39. Full-time remote/home working is not supported by EMBL.

Keeping in touch (KIT) days during maternity leave

40. "Keeping in touch days" (KIT) facilitate the transition from maternity leave back into work. KIT days are offered to members of personnel on a voluntary basis and can be used during maternity leave, for example to come to campus to catch up with colleagues or to attend a meeting or conference.

41. The dates, times and duration of KIT days will be arranged between the member of personnel and their line manager. A total of one KIT day per month of maternity leave up to a maximum of eight days may be taken during the paid and unpaid maternity leave period.

42. KIT days may be used in units of days or half days and will be communicated to Human Resources by the member of personnel at the time when they are actually taken. KIT days will be compensated with time-off in lieu in units of day or half days and should be taken within 52 weeks of the return to work.

PROCEDURES

Request

43. Before submitting a formal request for flexible working, a member of personnel should have a discussion with their line manager regarding the type of the desired flexible working arrangement and associated conditions. The line manager should then consider the request in the relevant context and might discuss the proposal with other members of the team to gather input on operational needs. This is to ensure that the terms of the arrangement are considered feasible and the impact on the member of personnel's co-workers and operational requirements are fully taken into account. The line manager and the requester should also agree on the duration of the trial period (as per paragraph 18).

44. The line manager will also need to consult with his/her line manager and/or Head of Unit to ensure consistency within the Unit.

45. If after these discussions, the line manager considers that the proposed flexible work arrangement would be feasible under certain agreed conditions, the member of personnel should obtain formal authorisation for the flexible working arrangement by completing the “Flexible Working Arrangement Agreement” form and submit it to his/her line manager.

46. By endorsing the member of personnel’s request in the form, the line manager and Head of Unit agree that the flexible working arrangement is feasible and that it will not adversely impact on operational requirements and coverage of the work area under their supervision.

47. An extension or amendment of a flexible working arrangement should be obtained utilising the same procedure as that used to make the initial request.

48. If the line manager is unable to accommodate the request for a flexible working arrangement or wishes to discontinue an existing arrangement, he/she should provide feedback to the member of personnel and explain the reasons for this decision. Reasons for declining a flexible working arrangement request will vary because of the diverse nature of work. These could include additional costs, adverse operational impact, inability to reorganize work among existing members of personnel, or impact on quality of service delivery. The line manager may encourage the member of personnel to rework his/her proposal based on the line manager’s feedback or resubmit a proposal at another time. In any event, every effort should be made to ensure that the member of personnel understands the criteria upon which a decision is made.

49. Once the line manager and the Head of Unit have endorsed the formal request and completed the relevant section of the form, a copy will be given to the member of personnel and the original “Flexible Working Arrangement Agreement” form will be submitted to Human Resources.

50. In cases where the flexible working arrangement requires a change of contract, Human Resources will need to be consulted before the formal agreement is signed to ensure that all parties are fully informed on the contractual implications of the changes. Human Resources will then

confirm to members of personnel, in writing, details of their amended contract (with a trial period condition as appropriate), including their new work pattern and a start date for the change.

How to resolve a disagreement

51. In cases where the line manager does not agree to a proposal for flexible working arrangements or wishes to discontinue an existing arrangement, the member of personnel may request that the matter be submitted to the Head of Unit for decision.

52. In such cases, the member of personnel should forward his/her request to the Head of Unit with a detailed explanation as to how the desired arrangement can be put in place successfully without impacting operational requirements and adversely affecting the work of others.

53. Before taking any decision, the Head of Unit should consult with the member of personnel and the line manager as well as any other member of personnel that he/she feels may be impacted.

54. The line manager and the requesting member of personnel may consult with their Human Resources Advisor for advice and guidance at any stage of the process.

Downloaded on 18/10/2018



MANUAL

CHAPTER: Chapter III - Human Resources **Page:** 1
SECTION: 327 Flexible Working Arrangements **Date:** 03/12/2013

This Manual Section has been updated effective from 3 December 2013

327.1.1 General

327.1.11 This Manual Section and its appendices set out the terms and conditions under which staff members may apply for flexible working arrangements.

327.1.12 The Organization has introduced the following flexible working arrangements:

- (a) Teleworking
- (b) Part-time employment
- (c) Phased retirement
- (d) Job sharing
- (e) Flexible work schedule
- (f) Compressed work schedule

The conditions and procedures governing each arrangement are detailed in Appendices [A](#) to [F](#).

327.1.2 Application

327.1.21 The provisions of this Manual Section apply to all Professional and General Service staff members holding a short-term, fixed-term or continuing appointment, with the exception of part-time employment, phased retirement and job sharing which do not apply to short-term appointment holders.

327.1.22 The provisions of this Manual Section do not apply to those staff members in the Director-level and above category.

327.1.3 Delegation of authority

327.1.31 The authority to make exceptions under this Manual Section is delegated to the Director, OHR, unless otherwise provided for in Manual Section 119 Appendix D – Delegation of Authority.

327.2 Definitions

327.2.1 Teleworking. Teleworking is a type of work arrangement in which a staff member performs duties from home or any other agreed workplace outside the normal office place (at

Headquarters or in offices outside Headquarters), either during regular working hours, or outside regular working hours (in the evening, during the week-end or official holidays, etc.). The guidelines governing teleworking arrangements are set out in [Appendix A](#) to this Manual Section.

327.2.2 Part-time employment. Part-time employment is defined as employment at either 50% or 80% of a full-time scheduled work week. The guidelines governing part-time employment are set out in [Appendix B](#) to this Manual Section.

327.2.3 Phased retirement. Phased retirement offers the staff members the option of having an interim period of part-time work to ease the transition to retirement. The guidelines governing phased retirement are set out in [Appendix C](#) to this Manual Section.

327.2.4 Job sharing. Job sharing is a type of work arrangement whereby two staff members working on a part-time (50%) basis share a specific full time post. The guidelines governing job sharing are set out in [Appendix D](#) to this Manual Section.

327.2.5 Flexible work schedule. Flexible work schedule allows for flexible hours to be worked by staff members in terms of starting and ending times as well as length of lunch breaks. Flexible work schedules are agreed upon with the understanding that staff members must complete the prescribed number of working hours per day (which may vary depending on the staff member's duty station and whether he/she works part-time). The guidelines governing flexible work schedules are set out in [Appendix E](#) to this Manual Section.

327.2.6 Compressed work schedule. Compressed work schedule is a type of work arrangement in which the statutory weekly hours can be worked in less than 10 days per two weeks. This arrangement provides for longer work days in exchange for additional days off. The guidelines governing compressed work schedules are set out in [Appendix F](#) to this Manual Section.

327.3 Principles

327.3.1 When flexible working arrangements are being considered, the following general principles apply:

327.3.11 the implementation of flexible working arrangements should be cost neutral to the Organization;

327.3.12 flexible working arrangements are not staff entitlements. They are measures that may be approved when mutually convenient for both the staff member and the Organization and when they can be accommodated by the Division/Office's work demands;

327.3.13 there should be no adverse impact resulting from the implementation of these arrangements on the Division/Office workplan, the staff member's productivity or their ability to perform assigned duties;

327.3.14 staff members authorized to work on flexible working arrangements will remain subject to FAO's administrative provisions

327 Amendments

THIS MANUAL SECTION HAS BEEN UPDATED EFFECTED FROM 3 DECEMBER 2013.
THIS MANUAL SECTION WAS SUBSEQUENTLY ISSUED ON INTRANET UNDER TM/4811 DATED
25 MARCH 2009.
THIS MANUAL SECTION WAS ORIGINALLY ISSUED ON INTRANET UNDER TM/4526 DATED 22
NOVEMBER 2002.

327 Appendices



MANUAL

CHAPTER: Chapter III - Human Resources
SECTION: 327 Appendix A - Guidelines on Teleworking

Page: 1
Date: 25/03/2009

327 (Appendix A) - Teleworking GUIDELINES ON TELEWORKING

These guidelines set out the conditions under which staff members of the Food and Agriculture Organization of the United Nations (FAO) may be authorized to work from home or from any other agreed workplace outside their normal office.

No staff member is automatically entitled or guaranteed the opportunity to telework and no staff member will be required to telework.

Teleworking applies to staff members¹, working on a full or part-time basis, at Headquarters and offices outside Headquarters

1. TYPES OF TELEWORKING

Teleworking may be arranged on either an "occasional" or a "regular" basis.

Occasional teleworking

An "occasional teleworking" arrangement is one that involves working outside the office for limited periods, for a few hours or few days, during and/or outside regular working hours. For example, this type of arrangement would be particularly suitable in situations involving a task that can be more effectively performed outside the office environment, because it requires uninterrupted concentration (typically, this could be the case where a substantial research or writing assignment needs to be completed within a tight deadline).

Regular teleworking

A "regular teleworking" arrangement is one that involves working outside the office on a regular basis and for a regular part of the working day or a regular part of the working week. Regular teleworking arrangements may be used to accommodate personal situations where a staff member finds it more convenient not to have to come to the office on a regular basis, has shown the ability to work independently and can satisfy the needs of the workgroup by performing his/her assigned duties efficiently and productively at a teleworkplace.

2. CONDITIONS FOR TELEWORKING

Staff members working outside of the office under these Guidelines will remain subject to FAO administrative provisions as if they were working on the Organization's premises. In this regard, teleworkers must adhere to the principles and practices stated in the Organization's Policy on Fraud and the Improper Use of the Organization's Resources (ACs 2004/19 and 2007/11) and in the Policy on the Use of the Organization's Information Technology Resources

(AC 2008/26). Staff members will remain bound by the Organization's standards of conduct while working at the teleworkplace.

Teleworking shall only be permitted if, in the judgement of both the immediate supervisor and the division director or head of office, the work to be carried out will be performed with at least the same effectiveness. In other words, the supervisors must be satisfied that the staff member's productivity and the quality of work output will be sustained, and that absence from the workplace will have no adverse effect on his/her working relationship with other staff. To help ensure this, the following conditions relating to the staff member, the work and the hours of work should be satisfied; these conditions may limit access to regular teleworking arrangements for certain categories of staff and types of work:

The staff member

The staff member who is being authorized to work outside the office should have:

1. a full understanding of the work to be performed;
2. consistently demonstrated a fully satisfactory level of performance;
3. the ability to work efficiently with minimal supervision, to establish priorities and to manage his/her own time; and
4. a proficiency in the required software applications, intra/internet and e-mail functions.

The assigned work

The work that the staff member is authorized to carry out outside the office should be:

1. measurable in terms of quality and quantity;
2. non-reliant on information, materials or facilities that are not readily accessible from the teleworkplace; and
3. non-reliant on confidential materials.

Hours of work

Teleworking staff will be expected to complete the prescribed number of working hours per day (which may vary depending on the staff member's duty station and whether he/she works part-time). The time staff members devote to their work may occur during or outside regular office hours (in the evening, during the week-end or official holidays, etc). Supervisors may require however, that certain "core hours" be worked if they consider it essential for the teleworkers to be accessible by telephone or electronic mail during these hours. Compensation shall not be granted to teleworking staff for overtime performed outside the office.

3. PROCEDURES

A proposal for a teleworking arrangement (occasional and regular teleworking) must be authorized by the staff member's immediate supervisor and division director or head of office and copied to the SSC.

Each arrangement should be decided on a case-by-case basis and must be suitably documented, in the form of a Teleworking Agreement (TWA) (see [form AFH 211e](#)). The TWA must be signed by the staff member and his/her immediate supervisor and approved by the

concerned division director or head of office. A copy should be sent for information to the SSC which should indicate:

- the duration the staff member is authorized to telework;
- whether terms of reference apply or specify the task(s) to be undertaken, and expected results;
- the teleworking schedule and the requirements for reporting work progress;
- requirements for the staff member to visit and/or work at his/her normal office; and,
- the location, telephone numbers and e-mail address of the staff member.

Should a staff member's request for teleworking not be approved, a written explanation as to why this is the case should be provided.

Teleworkers need to be made aware that unplanned and longer visits to their normal office may be necessary when the nature of the workload so requires.

The teleworker's immediate supervisor is responsible for informing the staff member's colleagues in the work unit and, as necessary, other concerned FAO staff about the teleworking arrangement.

Staff authorized to telework will be marked present for attendance purposes, with the understanding that (i) prior approval will be required for annual leave, and (ii) when a staff member is sick, the immediate supervisor is promptly informed. Current rules for official holidays will apply to full-time and part-time staff working outside the office.

4. TERMINATION OF ARRANGEMENTS

The immediate supervisor, the staff member's division director, or head of office, may terminate the teleworking arrangement at any time if, in their judgement, the conditions required for teleworking are no longer met. The teleworking staff member may also terminate the arrangement and return to working at his/her normal office. In any case, a two-week notice period shall be given before the agreement may be terminated by either party.

If the staff member transfers from the work unit or duty station, the teleworking arrangement with the former unit or duty station will be terminated and all equipment will be returned to the former unit or duty station. The staff member must submit a new request to telework and a new arrangement must be made with the supervisor of the new unit or duty station and the division director or head of office concerned, if appropriate.

5. CONSIDERATIONS PERTAINING TO COST AND LIABILITIES

The staff member who has been authorized to telework ensures that a proper work environment

The teleworking staff member is responsible for providing a reasonably safe and secure working environment to carry out his/her responsibilities. FAO will not be liable for damages to the staff member's personal property while he/she is performing official duties or while using FAO equipment. It is advisable that, in the case where the staff member's home has been designated as the teleworkplace, the teleworker reviews his/her home insurance policies as

the use of the home as an office may not be covered by existing contracts (however, any increase in home insurance coverage as a result of teleworking is the responsibility of the teleworker).

The staff member who has been authorized to telework will be covered by FAO's Compensation for Death, Illness or Injury Plan (Manual Section 342 refers). Coverage will be deemed to apply in cases of death, injury or illness resulting from an accident occurring while staff members are performing official duties at the agreed place of teleworking. The staff member will bear responsibility for seeking prompt medical treatment for any work-related (service-incurred) injuries, following the established procedures for reporting such injuries, i.e. informing the Social Security Branch, AFHS of the injury at the earliest possible time, and providing details and certification of the conditions of injury as required.

3 for teleworking is maintained. Except as set out below, the staff member will be responsible for any costs incurred to set up and maintain the proper work environment. FAO will not be responsible for operating costs, maintenance of the teleworkplace, or any incidental cost associated with the use of the staff member's residence. Incremental utility costs (including telephone line installation, FAX machines, network services, office furniture, answering machine or voice mail, additional electrical outlets), as well as travel costs from/to the teleworkplace will not be reimbursed by FAO. Similarly, FAO will not be responsible for any tax implications of maintaining a home office area. The only exceptions will be official long-distance telephone calls which will be reimbursed by FAO and office supplies which will be provided by FAO.

6. PROVISION OF FAO EQUIPMENT AND SUPPORT

To the extent possible, staff members should use their own equipment when their teleworking assignment do not require any access to FAO's network (e.g. FAO's network for electronic mail, Intranet and network-resident software) or only access to FAO's network for electronic mail.

In the event where the staff member does not possess the requisite equipment or where a teleworking assignment requires a higher-function connection to FAO's network, FAO will provide, to the extent possible and as necessary, the teleworking staff member with appropriate hardware and software as well as access to the FAO's network for electronic mail, Intranet and network-resident software. However, staff needs for hardware, software or support for teleworking will have to be accommodated from existing departmental/office appropriations and equipment. Accordingly, the availability of the requisite equipment may influence the decision of a department/office to approve or decline requests to telework.

The equipment is provided to the teleworker primarily for use on official assignments. However, teleworkers can use it for reasonable personal purposes so long as this does not create a conflict of interest with their obligations as international civil servants. Other household members or persons other than official FAO staff should not use the equipment provided.

FAO-owned equipment provided to teleworkers will be maintained and repaired by FAO at the office site only. No technical assistance will be provided at the teleworkplace. FAO will not upgrade, maintain or support staff-owned computer equipment. The KCT Help Desk (KCT-

Help-Desk@fao.org) will provide support on a best effort basis during normal working hours, except on Official holidays. Offices outside Headquarters should first contact their local IT specialist, if any, for support prior to contacting KCT.

In all cases, participating staff will be responsible for transporting FAO-owned equipment as well as all paper and electronic documents they need to effectively perform their duties to and from off-site work locations as no courier service will be provided. When taking FAO-owned equipment off premises, teleworkers are expected to ensure that adequate precautions and due care is taken to protect it from theft, damage or misuse as, if it is damaged or stolen, they may be held financially responsible in accordance with the provisions of Staff Rule [303.2.3](#) on Financial Responsibility (also refer to Manual Section 503 on Property Accountability). Teleworkers will neither perform nor permit copying of FAO-owned software and data files (whether purchased or developed in-house by FAO) except for the purpose of backup. Individual staff members who are authorized to telework, their immediate supervisors and the division director or head of office approving arrangements for teleworking, are responsible and accountable for ensuring that FAO-owned equipment, as well as software and data files, are returned to FAO at the termination of the teleworking assignment.



MANUAL

CHAPTER: Chapter III - Human Resources Page: 1
SECTION: 327 Appendix C - Phased Retirement Date: 25/03/2009

327 (App. C) - Phased Retirement

PHASED RETIREMENT

These guidelines set out the conditions under which staff members

Phased retirement applies at Headquarters and offices outside Headquarters

The following phased retirement arrangements are available to staff members: part-time work at 50% or 80%. This allows the Service or Division concerned to undertake appropriate succession planning measures, through the assignment of another staff member to the remaining 20% or 50%, or the recruitment or appointment of another staff member when phased retirement is at 50%, who would be expected to replace or assume part or all of the functions carried out by the departing staff member.

This approach also permits to ease the staff member's transition to retirement. In line with [Staff Regulations 301.1.4](#) stating that "1 of the Food and Agriculture Organization of the United Nations (FAO) may apply for phased retirement arrangements. Phased retirement offers the staff member the option of having an interim period of part-time work to ease the transition to retirement. 2. There is no obligation or automatic right to phased retirement arrangements. Upon request from a staff member, phased retirement will be considered in the light of the demands of the staff member's Division/Office. staff members shall not engage in any activities that is incompatible with the proper discharge of their duties with the Organization", staff members on phased retirement are subject to the Organization's provisions relating to outside activities (Manual Section 361 refers). In order to facilitate staff members' research of potential activities for post retirement, flexibility in allowing them to engage in outside activities during their phased retirement period may also be granted within the framework of the principles outlined in Manual Section 361.

1. CONDITIONS FOR PHASED RETIREMENT

Eligibility

Requests for phased retirement will be considered only for those staff members who meet the following criteria:

- (a) The staff member is approaching the early or mandatory retirement ages (from 55 to 62 years of age) in line with Articles 28 and 29 of the Regulations and Rules of the UNJSPF.
- (b) The staff member has accumulated at least five years of service with the Organization.

Requests for phased retirement will only be considered for a period not exceeding one year during the three years preceding the staff members' envisaged date of retirement.

Salary, allowances and other entitlements

The conditions of service of staff members on phased retirement are provided for in Appendix B of this Manual Section (part-time employment).

Participation in the United Nations Joint Staff Pension Fund:

Part-time staff is entitled to participation in the United Nations Joint Staff Pension Fund in accordance with the supplementary Article A of the Regulations of the Fund. A change to part-time employment does not interrupt the continuity of participation. The entitlement to and the amount of benefits resulting from part-time employment is in the ratio which this bears to full-time employment. That percentage ratio is 50% or 80% depending on the time worked. The pensionable remuneration used for the calculation of the benefits is the notional pensionable remuneration which would have been applicable had the employment been full-time. Contributions on the basis of 50% or 80% of that notional pensionable remuneration are made by the staff member and the Organization of the rates applicable to full-time participants.

The conditions of participation in the UNJSPF during periods of part time employment are subject to the UNJSPF rules and regulations at the time of the conversion to part time. These rules are subject to change by the UNJSPF

2. PROCEDURES

No staff member is automatically entitled, or guaranteed the opportunity, to go on phased retirement. To apply for phased retirement, staff members shall submit a request (by email) to their office head or division director, after receipt of the agreement of their supervisor (by email). The division director will forward the application, with his/her comments and decision, to the SSC for implementation.

Should a staff member's request for phased retirement not be approved, a written explanation as to why this is the case should be provided.

3. RETURN TO FULL-TIME EMPLOYMENT

For staff members on phased retirement who wish to revert to full-time employment prior to the due date, Appendix B to this Manual Section on part-time employment refers.



MANUAL

CHAPTER: Chapter III - Human Resources

Page: 1

SECTION: 327 Appendix D - Job Sharing

Date: 25/03/2009

327 (App. D) - Job Sharing GUIDELINES ON JOB SHARING

These guidelines set out the conditions under which staff members posts which can be shared by two staff members.

There is no automatic right to job sharing arrangements upon request from staff members. The Organization will support job sharing arrangements where it is reasonable and practicable and where such an arrangement can be accommodated by the Division/Office's work demands. A job sharing arrangement is also conditional on the agreement of both job share partners.

Staff members who are job sharing a post are subject to the Organization's conditions relating to outside activities under the relevant Staff Regulations and Rules.

1 of the Food and Agriculture Organization of the United Nations (FAO) working at Headquarters or in offices outside Headquarters² may be authorized to job share a post. Job sharing is defined as the arrangement whereby two staff members working on a part-time (50%) basis share a specific full time post. Job sharing must be established for a specific period of time of not less than four months. Staff members sharing a position must be at the same grade level.

1. CONDITIONS OF EMPLOYMENT WHEN JOB SHARING

Salary, allowances and other entitlements

The conditions of service of staff members sharing a position are provided for in [Manual Section 327, Appendix B](#), on part-time employment (50%).

Working hours

The working hours should be shared equally (50%) between the two share partners. The hours to be worked by the job share partners may be allocated as follow:

- split days (morning or afternoon)
- split weeks (two and three full days alternating each week)
- any other schedule as may be agreed upon.

The working hours to be allocated to the share partners must be in accordance with the Organization's hours of work ([Staff Rule 302.1.1](#) refers).

Distribution of duties

The job share partners should have one common job description and each partner must be prepared to undertake the full range of duties. The supervisor, in consultation with the job share partners, will determine the actual distribution of the duties and this may be done on the basis of allocation of duties or completely shared duties, or a combination of both these approaches.

2. PROCEDURES

At Headquarters, AFHR maintains a roster in connection with part-time staff and job sharing opportunities for selection (i.e. staff members wishing to job share) or assignment (i.e. posts available for job sharing).

AFHE, in consultation with the Division directors/office heads at Headquarters, is responsible for identifying those posts which can be shared by two staff members. Once identified, the posts shall be sent to AFHR to be included in the roster.

To apply for job sharing, staff members working at Headquarters shall send their Personal History Form (PHF) to AFHR to be included in the roster.

For offices outside Headquarters, staff members shall apply to their head of office.

At Headquarters, AFHR, is responsible for matching competent staff members with the identified posts. Once a match is identified, AFHR should present the proposed match to the office head or division director through the supervisor.

The head of office or the division director will take the final decision and forward it to the SSC for implementation.

Should a request/proposal for job sharing not be approved, a written explanation as to why this is the case should be provided.

Applicants are first considered for posts within their division or office, if any, which can be used for job sharing assignments. Assignments will take into account, to the extent possible, the individual needs of the staff members concerned and the interests of the Organization.

3. TERMINATION OF THE JOB-SHARING ASSIGNMENT

For part-time staff members who are sharing a position and want to revert to full-time employment, Appendix B to this Manual Section on part-time employment refers.

In the event where one job sharer leaves the Organization before the end of the established period of job sharing, the Organization will make a reasonable effort to find another staff member interested in sharing the post. However, should no suitable candidate be identified, the Organization may offer the remaining partner an alternative part-time position or request the staff member to revert to full-time employment.

There is no right to return to full time employment for staff members job sharing a position who have been recruited on a part-time basis.



MANUAL

CHAPTER: Chapter III - Human Resources

Page: 1

SECTION: 327 Appendix E - Flexible Work Schedule

Date: 25/03/2009

327 (App. E) - Flexible Work Schedule

FLEXIBLE WORK SCHEDULE

These guidelines set out the conditions under which staff members

A flexible work schedule allows for flexible hours to be worked by staff members in terms of starting and ending times as well as length of lunch breaks. A flexible work schedule can enable staff members to select and alter their work schedules to better fit personal needs and help balance work, personal, and family responsibilities.

Flexible work schedules are voluntary work schedules that are approved by supervisors and heads of office or Division Directors. However, a flexible work schedule is not a staff entitlement nor it may be suitable for all jobs. Upon request from an eligible staff member, a flexible work schedule will be considered in light of the demands of the staff member's Division/Office.

Flexible work schedules apply at Headquarters and offices outside of Headquarters 1 of the Food and Agriculture Organization of the United Nations (FAO) may be authorized to work on a flexible work schedule. 2. The introduction and operation of flexible working arrangements in a Division/Office must not result in additional costs for the Organization.

1. CONDITIONS FOR FLEXIBLE WORK SCHEDULE

Eligibility

Requests for a flexible work schedule will be considered only for those staff members who have successfully completed their probationary period.

Normal working hours

As indicated in [Staff Rule 302.1.1](#), the Organization's normal working hours at Headquarters are from 8:30 a.m. to 5:00 p.m., Monday through Friday, with an interruption of one hour for lunch. During Conference and Council sessions, the aforementioned normal working hours are extended by an additional half-an-hour. In line with the above, a normal work week at Headquarters is 37.5 hours (and 40 hours during Council and Conference sessions).

At offices outside Headquarters, the working hours are established "taking into account local custom, climatic conditions, the practice of other agencies in the area, and the practical requirements of the office".

Flexible hours – headquarters

Flexible work schedules do not impact on the duration of the work week. They are agreed upon with the understanding that:

- a) Staff members must complete:
 - (i) under full time employment status, a minimum of seven and a half hours of work per day in addition to the prescribed lunch break (during Council and Conference sessions eight hours must be completed);
 - (ii) under part-time employment status, 50 or 80% of the normal workweek in accordance with Appendix B of this Manual Section;
- b) The range of the working hours within which starting time may be selected is from 7:00 a.m. and 10:00 a.m.

Flexible hours – offices outside headquarters

For offices outside Headquarters, the range of the working hours within which the starting time may be selected shall be established by each Office, with the understanding that they must:

- a) Be compatible with the practice of other UN agencies in the area, taking into account local custom;
- b) Meet the practical and operational requirements of the office;
- c) Be in line with the established salary scales as a result of local salary surveys

Lunch break

Staff Rule [302.1.11](#) provides an interruption of one hour for lunch. However flexible work schedules allow for a reduced or extended lunch break from a minimum of 30 to a maximum of 90 minutes.

Schedules

Flexible work schedules should generally be "fixed" (once approved) and the starting and stopping time should not differ from day to day.

If approved, a flexible work schedule may have a maximum duration of 12 months. After 12 months, the eligible staff member must re-submit a request for a flexible work schedule that shall again be considered in light of the demands of the staff member's Division/Office. The approval of a request for flexible work schedule does not guarantee a continuation of the schedule beyond the duration of the initial request.

Salary, allowances and other entitlements

A flexible work schedule does not affect a staff member's salary, allowances and other entitlements.

Overtime

For staff members who are required to work overtime in line with Manual Section 325, overtime is the hours worked in excess of their approved working week.

Duty travel

Approved flexible work schedules apply only at the staff member's duty station and are suspended when staff members are on duty travel to other office locations as they must abide by the normal hours of work established at the other offices.

4. PROCEDURES

To apply for flexible work schedule, staff members shall submit a request (by email) to their office head or division director, after receipt of the agreement of their supervisor (by email). The request should detail the hours of work and the duration of the proposed flexible work schedule (which may not exceed 12 months). Should a staff member's request for flexible work schedule not be approved, a written explanation as to why this is the case should be provided.

Once the schedule is approved, staff members will be responsible for sending the information to their divisional focal point for insertion into the reporting system. Staff members working on an approved flexible work schedule will have to ensure that their first entrance to and last exit from FAO premises are being captured daily by the card readers installed at the turnstiles. Staff members will have to provide their supervisor with a copy of the report as generated by the reporting system on a monthly basis.

3. TERMINATION OF THE ARRANGEMENTS

The immediate supervisor, the staff member's division director, or head of office, may terminate the flexible work schedule arrangement at any time if, in their judgement, the arrangement is no longer suitable. The staff member may also terminate the arrangement and revert to normal working hours. In any case, a two-week notice period shall be given before the agreement may be terminated by either party.

**MANUAL**

CHAPTER: Chapter III - Human Resources **Page:** 1
SECTION: 327 Appendix F - Compressed Work Schedule **Date:** 25/03/2009

327 (App. F) - Compressed Work Schedule

COMPRESSED WORK SCHEDULE

These guidelines set out the conditions under which staff members

Compressed work schedules allow for the statutory weekly hours to be worked in less than 10 days per two weeks. Though the schedules may take a variety of forms, the times of arrival at and departure from the office are regular and fixed under a compressed work schedule. A compressed work schedule can enable staff members to select and alter their work schedules to better fit personal needs and help balance work, personal, and family responsibilities.

A compressed work schedule is not a staff entitlement nor may it be suitable for all jobs. Upon request from an eligible staff member, a compressed work schedule will be considered in light of the demands of the staff member's Division/Office.

Compressed work schedules apply at Headquarters and offices outside Headquarters of the Food and Agriculture Organization of the United Nations (FAO) may be authorized to work on a compressed work schedule.

The introduction of compressed work schedules in a Division/Office must not result in additional costs for the Organization.

1. CONDITIONS FOR COMPRESSED WORK SCHEDULE

Eligibility

Requests for a compressed work schedule apply to Professional and General Service staff members who:

- (a) are on full-time employment status; and
- (b) have successfully completed their probationary period.

Normal working hours

As indicated in [Staff Rule 302.1.1](#), the Organization's normal working hours at Headquarters are from 8:30 a.m. to 5:00 p.m., Monday through Friday, with an interruption of one hour for lunch. During Conference and Council sessions, the aforementioned normal working hours are extended by an additional half-an-hour. In line with the above, a normal work week at Headquarters is 37.5 hours (and 40 hours during Council and Conference sessions).

At offices outside Headquarters, the working hours are established "taking into account local custom, climatic conditions, the practice of other agencies in the area, and the practical requirements of the office".

Compressed work schedules

Compressed work schedules are arranged to enable employees to meet the required number of working hours per two weeks in less than 10 days.

Compressed work schedules should generally be "fixed" (once approved) and the starting and stopping time should not differ from day to day.

For ease of administration, the total hours of work per two weeks should be evenly divided amongst the number of working days (i.e. 9 days per two weeks)

The day off gained from a compressed work schedule of 9 days per two weeks may only be taken on Fridays and Mondays.

If approved, a compressed work schedule may have a maximum duration of 12 months. After 12 months, the eligible staff member must re-submit a request for a compressed work schedule that shall again be considered in light of the demands of the staff member's Divisions/Office. The approval of a request for compressed work schedule does not guarantee a continuation of the schedule beyond the duration of the initial request.

Salary, allowances and other entitlements

A compressed work schedule does not affect a staff member's salary, allowances and other entitlements.

Overtime

For staff members who are required to work overtime in line with [Manual Section 325](#), overtime is the hours worked in excess of their approved compressed working week.

Duty travel

Approved compressed work schedules apply only at the duty station and are suspended when staff members are on duty travel to other offices. During duty travel, staff members must abide by the normal hours of work established at the other offices.

Annual leave

Each day of annual leave accounts for a normal working day (e.g. 7.5 hours at Headquarters or 8 hours during Conference and Council sessions). Consequently, when annual leave is taken, the compressed work schedule must be adjusted, in agreement with the supervisor, in order for the leave taken and adjusted days worked reach the 75 bi-weekly hours (to be adjusted in accordance with [302.1.12](#) during Council and Conference session)

Official holidays

An official holiday accounts for a normal working day (e.g. 7.5 hours at Headquarters). Consequently, when an official holiday falls on a working day according to the staff member's compressed work schedule, the compressed work schedule must be adjusted, in agreement with the supervisor, in order to reach the 75 bi-weekly hours (to be adjusted in accordance with [302.1.12](#) during for Council and Conference session).

When an official holiday falls on a non-working day according to the established compressed work schedule, another working day shall be designated "in Lieu of" a holiday in accordance with [Staff Rule 302.1.24](#).

Sick leave

Each day of sick leave accounts for a normal working day (e.g. 7.5 hours at Headquarters or 8 hours during Conference and Council sessions). Consequently, when sick leave is taken, the compressed work schedule must be adjusted, in agreement with the supervisor, in order to reach the 75 bi-weekly hours (to be adjusted in accordance with [302.1.12](#) during Council and Conference session).

2. PROCEDURES

To apply for compressed work schedule, staff members shall submit a request (by email) to their office head or division director, after receipt of the agreement of their supervisor (by email). The request should detail the hours of work and the duration of the proposed compressed work schedule (which may not exceed 12 months). Should a staff member's request for compressed work schedule not be approved, a written explanation as to why this is the case should be provided.

Once the schedule is approved, staff members will be responsible for sending the information to their divisional focal point for insertion into the reporting system. Staff members working on a compressed work schedule will have to ensure that their first entrance to, and last exit from, FAO premises are being captured daily by the card readers installed at the turnstiles. Staff members will have to provide their supervisor with a copy of the report as generated by the reporting system at the end of the selected period, before obtaining their additional days off.

3. TERMINATION OF THE ARRANGEMENTS

The immediate supervisor, the staff member's division director, or head of office, may terminate the compressed work schedule arrangement at any time if, in their judgement, the arrangement is no longer suitable. The staff member may also terminate the arrangement and revert to normal working hours/week. In any case, a two-week notice period shall be given before the agreement may be terminated by either party.

Attachment to SEC/DIR/42

WORK FROM HOME

A. PURPOSE

1. This Annex to AM.II/51 describes the Agency's policy and procedures for two types of work-from-home arrangements, which are being introduced with the joint aim of improving the productivity of staff members and at the same time supporting the expansion of flexible family-friendly work arrangements. Participation in the work-from-home scheme is voluntary for both staff member and management and is neither a right nor an entitlement.
2. **Temporary work from home** will enable staff members, on an ad hoc basis, to complete tasks which can be more effectively performed outside the office environment or to accommodate temporary personal situations, provided the staff member can satisfy his/her supervisors that he/she is able to perform his/her assigned duties efficiently and productively at the home workplace. Temporary work from home may be authorized for a maximum of up to 24 days per calendar year.
3. **Regular work from home** will enable staff members to work outside the office on a regular basis and for a regular part of the working week. The number of days per week to be worked from home has to be agreed upon in each particular case.
4. The introduction of work-from-home arrangements offers significant benefits both for the Agency and for its staff. At the same time, such arrangements will place additional demands both on supervisors and on staff to ensure that the work continues to be done in a satisfactory manner in terms of quality, quantity and timeliness.

B. GENERAL CONDITIONS

5. The following 'general conditions' shall apply to both work-from-home options. Specific conditions referring only to a particular work-from-home option, as well as procedures on how to request a temporary or regular work-from-home arrangement, are included below in sections C and D respectively. The authority to grant exceptions to the established policy on work from home is delegated to DIR-MTHR.

Participation criteria

6. A staff member may request to work from home on a temporary or regular basis. The arrangement may also be offered by the Agency to staff members. However, as working from home constitutes neither a right nor a condition of employment, no staff member is automatically entitled to or guaranteed the opportunity to work outside the office under either of the work-from-home options. Each individual arrangement will be decided on a case-by-case basis depending on the specific work situation of the staff member. In clearing/approving either of the work-from-home arrangements, supervisors and Division Directors are expected to exercise their managerial discretion and judgment in determining whether the proposed temporary or regular work-from-home arrangement is appropriate. Working from home must not adversely affect the work output nor put an additional burden on colleagues working in the office. For work-from-home arrangements to be authorized, the following conditions relating to the staff member and the assigned work must be satisfied.

7. **Staff Member Suitability:** The staff member who is being authorized to work outside the office must have a full understanding of the work in general and of the specific tasks to be performed, a positive performance record, and the ability to work efficiently with minimal supervision, to establish priorities and to manage his/her own time. In addition, he/she must have proficiency in the required software applications, intra/internet and email functions, and the capability to set up and maintain the home workplace. Work from home is only applicable to staff members on fixed-term appointments who have served at the Agency for at least one year.

8. **Work Type Suitability:** Assignments that are suitable for work at home must be measurable in terms of quality and quantity, and not dependent on personal contacts for their satisfactory completion or on information, materials or facilities that are not readily accessible from the home workplace.

9. Examples of types of work that may be suitable for temporary or regular work from home include certain types of research activities requiring extensive analysis or information processing such as scientific, technical or regulatory work, editing or proofreading of manuscripts or papers, translating, revising or typing of long documents, developing software programs or web applications, and drafting of policy papers, reports or documents.

10. Examples of types of work that may be less suitable for temporary or regular work from home include customer service activities (e.g. personnel officers and clerks, Commissary work, messengers, codifiers), clerical support activities, computer hardware support and service activities, work in the VIC Medical Service and functions with supervisory duties.

Contractual status

11. Moving to a work-from-home arrangement is not a break-in-service nor does it constitute a different form of employment relationship. Staff members working from home retain their current contracts and remain subject to the Agency's Staff Regulations and Rules (including the provisions of AM.II/1, Appendix D), administrative policies, procedures and issuances as if they were working at their regular office. Pension plan provisions will continue to apply in their entirety to staff members working from home. Such staff members are eligible for the same career opportunities and will benefit from the same review and development processes and structures as if they were office-based staff. The standard Agency Performance Review Report (PRR) will be used to establish overall annual performance goals. Staff members working from home shall thus continue to be subject to the same duties, obligations and benefits as office-based staff.

Supervision and monitoring

12. Working from home places more responsibilities on both the supervisor and the staff member, and requires a greater measure of trust and confidence between parties. This is of particular importance in the case of regular, but also applies to temporary work from home.

13. **Supervisors:** Many supervisors who are accustomed to daily visual supervision may feel concerned by a loss of supervisory control. Work from home therefore requires that supervisors establish mechanisms for maintaining the required guidance, supervision and feedback. They must establish appropriate written work plans for the respective staff member, and must ensure that staff members working from home are included in staff activities and are notified of meetings. Further, before approving a request for work from home, the supervisor must be satisfied that the staff member's productivity and the quality of work output will be sustained and that absence from the workplace will have no adverse impact on the operations

of the office. In addition, the supervisor must be satisfied that the scheduled time to be worked at home does not conflict with important office work requirements. Depending on the type of work involved, the supervisor may also need to be satisfied with the adequacy of the telecommunications infrastructure and of the storage arrangements for the handling of classified information at the staff member's home workplace. It should be emphasized that the approval process must be completed before staff members commence working from home. It is the responsibility of managers to ensure that all the conditions are met, that work from home is properly reflected in TALMS and that the required evaluations are submitted on time.

Supervisors should make provisions to ensure a prompt and seamless communication with the staff member working from home. Furthermore, supervisors are advised to handle any reallocation of workload arising from the work-from-home arrangement of a particular staff member with great care, in order to ensure that any reallocation of work (1) is in line with the job descriptions of those staff members concerned; (2) does not create any significant increase in the workload for the staff member who is assigned any additional tasks; and (3) does not have a negative effect on the performance of any other staff member.

14. **Staff Members:** Staff members are expected to complete the agreed work assignments in the time frame foreseen and to ensure that family care demands or other personal responsibilities will not compete with work except in the case of an emergency, and to ensure that the confidentiality and security of information exclusive to the Agency is not compromised. They must identify and establish communication requirements and maintain a good working relationship with supervisors and colleagues (see sections C and D below).

Costs and responsibilities

15. **Costs:** Work-from-home arrangements must not incur additional costs for the Agency. Therefore, except as set out in this policy, the staff member shall be responsible for any costs resulting from the setting up and maintenance of the home workplace. The Agency shall not be responsible for the home computer and printer, operating costs, maintenance of the home workplace, or any incidental costs associated with the use of the staff member's residence. Costs for space usage, heat, water, office furniture, telephone line, internet installation, fax machines, answering machine/voice mail, etc., as well as travel costs to/from the home workplace shall not be reimbursed by the Agency. The Agency shall also not reimburse operating costs such as telephone calls and use of the internet. Similarly, the Agency shall not be responsible for any tax implications of maintaining a home office area. Any increase in home insurance coverage as a result of working from home is the responsibility of the staff member. It should be emphasized that it is the obligation of the Division Director concerned to ensure that a work-from-home arrangement does not create any additional cost to the Agency.

16. **Responsibilities:** The staff member shall be fully responsible for any loss or damage caused to his/her own equipment even if incurred during the performance of official duties. Responsibility for loss or damage to any equipment provided by the Agency shall be assessed according to the same standards as applied in the Vienna International Centre. The staff member shall be responsible for any loss or damage caused to the Agency's IT systems and data as a result of negligence in maintaining the requisite level of system security at the alternate site. The staff member must ensure that he/she has proper insurance coverage, including coverage for theft, fire and damage to equipment as well as third party liability. He/she must further ensure that his/her home insurance policies cover the use of the home as an office and that professional use of the home premises is allowed according to the local laws and regulations. Any equipment, hardware or software purchased by the Agency remains the

property of the Agency and must be returned to the Agency on request. Individual staff members who are authorized to work from home and their immediate supervisors, as well as the Division Director approving the arrangements, are responsible and accountable for ensuring that Agency-owned equipment, as well as software and data files, are returned to the Agency upon the cessation of the work-from-home assignment. Failure to return these items to the Agency will result in recovery of the cost of the equipment from the staff member.

Confidentiality and information security

17. Staff members working from home are expected to take reasonable precautions to protect the confidentiality and security of Agency information. They must not compromise the confidentiality or security of information, and must fully comply with the Agency's Information Security Policy and Procedures (AM.II/19) as well as the Information Security Handbook, in particular as regards the storage, transportation and transmission of documents and the disposal of sensitive document waste. Staff members must ensure that Agency equipment, documents, files or programmes, whether in hard copy or in electronic form, cannot be accessed by unauthorized persons. If it is anticipated that classified information will be handled by the staff member working from home, it will be the staff member's responsibility to ensure that an appropriate storage system which meets the requirements outlined in the Agency's Information Security Policy, Procedures and Handbook is made available². Any equipment provided to the staff member is for use for official assignments only. Staff members working from home shall neither perform nor permit copying of Agency-owned software and data files (whether purchased or developed in-house by the Agency) except for the purpose of backup. Any products developed while working from home are the property of the Agency and may not be duplicated for non-Agency purposes.

Home workplace

18. In either of the work-from-home arrangements, **the home workplace must be located at the staff member's residence at the duty station**. At the office workplace, the responsibility of providing an ergonomic and safe working environment rests with the Agency. It is not possible for the Agency to ensure the same quality of work environment at the home workplace. The staff member working from home shall therefore be responsible for providing an ergonomic and safe working environment to carry out his/her responsibilities at the home workplace site. The home workplace environment must be conducive to concentration, and free from distractions. It is recommended that the 'Suggested Workplace Environment Checklist' included in Appendix A be used for guidance. The staff member must ensure that the dedicated home office space meets standard health and safety regulations. Staff members shall be responsible for transporting to and from the home workplace all paper and electronic documents they need to perform their duties effectively. Every staff member must be reachable by telephone at the home workplace.

Compensation in the event of service-incurred injury

19. Any staff member working from home shall be covered under the provisions of Appendix D to the Staff Regulations and Rules (AM.II/1) in the event of service-incurred injuries, if he/she sustains an injury attributable to the performance of official duties under the meaning of Article 6 of Appendix D to AM.II/1. Any accident must be brought promptly to the attention of the immediate supervisor and DIR-MTHR. The staff member shall further bear the responsibility for seeking immediate medical treatment for any work-related injury. Details and certification of the accident or injury must be provided by the staff member as required under

the provisions of Appendix D to AM.II/1 and under the relevant paragraphs of AM.II/7 concerning the Agency's compensation scheme under Appendix D to the Staff Rules and Regulations.

Termination of the arrangement

20. The immediate supervisor, the staff member's Division Director, or DIR-MTHR after consultation with the staff member's Division Director, reserves the right to terminate either form of work-from-home arrangement at any time. The Agency shall not be held responsible for costs, damages or losses resulting from the cessation of a work-from-home arrangement. The ending of a work-from-home arrangement with a particular staff member will not constitute termination of a contract with the Agency. Similarly, since the staff member's participation in the arrangement is entirely voluntary in nature, he/she also has the right to terminate the work-from-home arrangement at any time. However, in the case of regular work from home, one month's notice of termination shall be required.

Depending on the result of the contract negotiations from time to time, the Agency may be licensed to provide its staff members certain software systems free of charge.

21. Given the fact that working from home is a management option, there will be no automatic right of a staff member to continue participation in the event of a change of supervisor. If a staff member transfers from the work unit, the work-from-home arrangement with the former unit shall be terminated and all equipment must be returned to the former unit. Any new arrangements will need to be made with the new supervisor.

22. Any breach of confidentiality/information security either unintentionally or on purpose while working from home may lead to the immediate termination of the arrangement and/or possible disciplinary action.

Further conditions

23. The overall interests of the Agency and/or the needs of staff at the office-based site take precedence over work-at-home sites. In the event that urgent business conditions require the presence of the staff member working from home at the office, at a meeting, or at any other event, the staff member is expected to report to the Secretariat, even if this occurs during normally scheduled home working hours.

24. The denial of a request to work from home is not subject to the Agency's grievance/appeals procedures.

C. TEMPORARY WORK FROM HOME

Procedures

25. Requests for temporary work-from-home arrangements will be assessed on a case-by-case basis and must be approved by the staff member's Division Director in advance for a maximum of up to 24 days per calendar year. When completing the electronic form, the staff member must indicate the reasons for the request, and the tasks to be completed. To access the electronic system, staff members should enter HRconnect (OASIS — Staff Resources — HRconnect or by typing "HR" in the browser address bar) and click on 'Staff Self-Services' — 'Start Process' — 'Work-from-home Request'. Clicking on the button to submit the request constitutes in effect an electronic signature. Every staff member temporarily working from home shall automatically be subject to the applicable provisions contained in this policy.

26. Staff members have the possibility to electronically notify any colleagues to whom their work-from-home arrangement may be of interest. Following the immediate supervisor's clearance as well as the Division Director's approval, an electronic copy will be sent by the system to the staff member, DIR-MTHR and the timekeeper responsible for the staff member's TALMS records. It should be recalled that the whole approval process must be completed before staff members actually start working from home. The staff member's immediate supervisor will receive an automated email message one week after the last day of the work-from-home arrangement requesting the supervisor's evaluation.

IT requirements

27. Staff members on temporary work from home who do not require access to the Agency's IT network must use their private computer and will not be provided with remote access in order to work from home (this is in accordance with the Guidelines for Remote Access to the IAEA Computer Network contained in [SEC/NOT/1917](#) dated 9 September 2002). They must commit themselves to purchase the necessary software systems, such as office productivity tools, anti-virus, firewall, etc., and to carry out the required updates on a regular basis. No technical assistance can be expected at the home workplace.

28. Staff members on temporary work from home who require access to the Agency's IT network should be provided with an Agency laptop from the stock of his/her Division. Such staff members should apply to DIR-MTIT (or, in the case of the Department of Safeguards, DIR-SGIM) for remote access in accordance with the Guidelines for Remote Access to the IAEA Computer Network contained in [SEC/NOT/1917](#) through the [Request for VPN \(Virtual Private Network\) Remote Access form](#) contained therein. For easy reference, a link to the form is also available in the electronic work-from-home request. The staff member must attach to that request a copy of the signed work-from-home agreement. Staff members on temporary work from home and requiring VPN access should be subject to the same IT requirements as staff members on regular work from home, as set out in section D (paragraphs 42 and 43) below. In this connection, it should be recalled that it is the responsibility of the Division concerned to ensure that a work-from-home arrangement does not create any additional cost to the Agency.

Time and attendance

29. Staff members on a temporary work-from-home arrangement will be marked present for attendance purposes and are expected to devote the equivalent of eight hours a day (or the appropriate hours if a staff member is in part-time status) to their assigned tasks. These hours may be worked during or outside regular office hours. Staff members working from home should, however, be reachable during core working hours. Since only full home-working days can be approved, staff members on a temporary work-from-home arrangement will be credited with eight hours⁴ for each day they worked from home (or the number of hours corresponding to their part-time schedule, as applicable) and there will be no credit or debit in the TALMS system for these days. They will continue to participate in the Flexible Working Hours scheme when working in the office.

30. Timekeepers will be requested to use a special code in TALMS indicating that the staff member is on a temporary work-from-home arrangement on the respective days.

31. When a staff member is sick, the immediate supervisor has to be informed immediately, preferably before 9.30 a.m., and medical certificates must be submitted in accordance with

standard procedures. Compensation for overtime shall not be applicable to staff working from home.

D. REGULAR WORK FROM HOME

32. Regular work from home may only be granted to staff members who have an Agency laptop equipped with VPN, or staff members in Divisions where such laptops are already available, provided that also the further conditions as set out in these procedures are complied with. The number of days per week to be worked from home has to be agreed upon in each particular case.

Procedures

33. The following steps shall be taken to request a regular work-from-home arrangement.

34. Requests for regular work-from-home arrangements can be initiated by the staff member concerned or his/her immediate supervisor and, as a first step, lead to a meeting between these two parties. The objective of the meeting is to identify whether the arrangement is in the interest of both the staff member and the Agency and, if this is the case, to discuss the work option in detail to clarify any further questions. The staff member may be asked to give details about his/her home workplace, requested hours of work, equipment available, how the tasks proposed to be carried out from home can be accomplished, including any possible positive or negative effects of the arrangement. He/she must also be ready to clarify his/her personal expectations of work from home and how his/her family life will affect the work. Supervisors must consider each individual request for a work-from-home arrangement on the basis of feasibility and impact on work output rather than the personal reasons underlying the request. Performance and management aspects such as possible impacts of work from home on internal team coherence and relations with outside counterparts have to be considered. If deemed useful, the supervisor may ask colleagues affected by the arrangement for input as well.

35. As with temporary work from home, staff members have the possibility to notify electronically any colleagues to whom their work-from-home arrangement may be of interest. The approval process must be completed before staff members commence the work-from-home arrangement. The staff member's immediate supervisor will receive automated email messages: (1) one month after the start of the work-from-home arrangement; (2) after two more months; (3) subsequently every three months if still ongoing, and finally (4) one month after the end of the arrangement, requesting the supervisor's evaluation.

36. If both parties have, in principle, agreed on the regular work-from-home arrangement, the staff member must complete the electronic request, which contains the information included in Appendix B. To access the electronic system, staff members should enter [HRconnect](#) (OASIS — Staff Resources — HRconnect or by typing "HR" in the browser address bar) and click on 'Staff Self-Services' — 'Start Process' — 'Work-from-home Request'. Please note that clicking on the button to submit the request constitutes in effect an electronic signature. A signed hard copy is not required. By submitting the request, a staff member is confirming that he/she has read and understood the Agency's policy on work from home, in particular the Agreement set out in Appendix B and accepts the conditions contained therein as well as those pertaining to his/her individual arrangement in their entirety.

37. The system will submit the completed electronic request for clearance to the supervisor and approval to the staff member's Division Director, DIR-MTIT, (in the case of the Department of Safeguards also to the Office of DDG-SG and DIR-SGIM) and DIR-MTHR. DIR-MTHR, when reviewing the request, will determine whether the duties of the post of the requesting staff member may be effectively performed at a home workplace.

38. Following the clearance/approval of all parties concerned, an electronic copy will be sent by the system to the staff member, his/her immediate supervisor, MTHR and the timekeeper responsible for the staff member's TALMS records. MTHR will change the working time model in TALMS indicating that the staff member is on a regular work-from-home arrangement for the respective period.

39. In cases where the staff member does not already have an Agency laptop with remote access to the Agency's IT network, but is to be provided with an Agency laptop from his/her Division, he/she must then apply to DIR-MTIT (or, in the case of the Department of Safeguards, DIR-SGIM) for remote access in accordance with the Guidelines for Remote Access to the IAEA Computer Network contained in [SEC/NOT/1917](#) through the [Request for VPN Remote Access form](#) contained therein. For easy reference, a link to the form is also available in the electronic work-from-home request. The staff member must attach to that request a copy of the signed work-from-home agreement.

40. The immediate supervisor must inform the staff member's colleagues as well as other concerned Agency staff about the work-from-home arrangement, and take provisions to ensure a prompt and seamless communication with the staff member working from home.

41. The regular work-from-home arrangement may be amended by mutual agreement either by the supervisor or the staff member. Such amendment requires renewed approval of the staff member's Division Director, DIR-MTIT (or, in the case of the Department of Safeguards, also the Office of DDG-SG and DIR-SGIM), and DIR-MTHR.

IT requirements

42. Staff members working from home on a regular basis will need to provide a broadband internet connection (e.g. ADSL) in order to get remote access to the Agency's IT-network through VPN. It is staff members' responsibility to ensure that the use of VPN for the purpose of working from home is in line with the terms of reference included in their individual agreements with their internet providers. The installation and running costs for this connection shall be borne by the staff member. In line with the Guidelines for Remote Access to the IAEA Computer Network contained in [SEC/NOT/1917](#), remote access to the Agency's IT network will only be granted for Agency equipment. Consequently, only staff members who already have an Agency laptop, or staff members in Divisions where laptops equipped with VPN are already available, are authorized to use these at home. The set-up and maintenance of the laptops will be the Agency's responsibility and will be carried out at the Agency's premises. Staff members must ensure that they have been instructed in, are familiar with, and agree to the secure operations of the remote access service in accordance with [SEC/NOT/1917](#).

43. Peripherals such as mouse and printer, etc., may be provided either by the staff member or the Agency, if available, depending on the individual arrangement. IT staff may be contacted during working hours to provide technical assistance on a best-efforts basis to staff working at home who have problems with Agency laptops. For security reasons, as well as to protect the Agency from possible copyright implications, staff members must not install non-Agency software on Agency computers. Furthermore, staff members must take every precaution not

to leave equipment connected and unattended and must ensure that unauthorized persons do not use Agency equipment.

Time and attendance

44. Staff members on a regular work-from-home arrangement gain considerable flexibility and will therefore be completely excluded from compensation for overtime, participating in the Flexible Working Hours system and from the half-hour lunch break option, also on days when they are working in the office. Only full working days can be approved for work at home. Timekeepers will be requested to use a special code in TALMS indicating that the staff member is on a regular work-from-home arrangement on the respective days.

45. Prior approval will be required for annual leave. When a staff member is sick, the immediate supervisor has to be informed immediately, preferably before 9.30 a.m.. Leave slips and medical certificates must be submitted in accordance with standard procedures, and current rules for official holidays apply to full-time and part-time staff working from home.

46. On the days they work from home, staff members will be marked present for attendance purposes and are expected to devote the equivalent of eight hours⁵ a day to their assigned tasks (or the appropriate number of hours if a staff member is working part-time), which may be worked during or outside regular office hours. Staff members working from home should, however, be reachable during core working hours.

47. On the days they work in the office, staff members will not participate in the Flexible Working Hours system but will be required to register in TALMS and to work a normal working day. Full-time staff members should arrive between 8.00 a.m. and 9.00 a.m. and leave between 5.00 p.m. and 6.00 p.m. (individual arrangements will be made for part-time staff members, who should arrive either between 8.00 a.m. and 9.00 a.m. if they are working mornings or are on 80% arrangements, and between 1.00 p.m. and 2 p.m. if they are working afternoons, as set out in AM.II/1, Appendix E, paragraph 6). The one-hour span is to allow some flexibility but may not be used to accumulate units. Staff members are responsible for ascertaining that their TALMS record is balanced or positive at the end of each month.

Work plans

48. Regular work from home requires that supervisors, in consultation with the staff member, establish mechanisms for maintaining the required guidance, supervision and feedback. They must develop appropriate written work plans for the respective staff member, including realistic tasks, measurable expectations and mutually understood work-monitoring practices. Work plans for staff members working from home must have a greater degree of specificity, particularly in terms of deadlines and measurable deliverables. Such work plans must contain separate lists of tasks to be performed in the office and assignments to be carried out at home, as well as expected results. Assignments to be carried out at the home workplace must be measurable in terms of quality and quantity, and not dependent on personal contacts for their satisfactory completion or on information, materials or facilities that are not readily accessible from the home workplace. Immediate supervisors shall, in consultation with the staff members, complete the work plan and submit an electronic copy to MTHR. For that, the form 'Regular Work-from-Home Work Plan' (see Appendix C), available in Word as a template under the MTHR tab, should be used, and supervisors should attach it to their first evaluation (i.e. one month after the start of the work-from-home arrangement).

IARC

IARC Policy and Guideline on Teleworking Modalities

Responsible Unit	SSR/DAF
Issuance Date	16 September 2016
Revision Date	09 November 2016
Effective Date	16 September 2016
Mandatory Review Date	01 March 2018*

INTRODUCTION

The purpose of this document is to introduce and explain the policy on teleworking modalities to IARC staff members and Early Career and Visiting Scientists (ECVSs).

The document is organized in seven sections as follows:

Section I	Purpose and scope
Section II	General principles and planning
Section III	Modalities of teleworking arrangements
Section IV	Roles and responsibilities
Section V	IT setup, costs, and insurance
Section VI	Consequences of inadequate performance during occasional demand-driven teleworking
Section VII	Conditions of employment

I. PURPOSE AND SCOPE

Teleworking is being introduced at IARC as an arrangement that enables IARC personnel to carry out their assigned work responsibilities from their home or another agreed-upon location outside IARC premises in exceptional circumstances.

The policy is limited to exceptional circumstances as it would be challenging to implement teleworking on an ongoing basis at IARC, given the relatively small size of the Agency, the non-homogeneity of roles across the Agency, and the difficulties of tracking such arrangements. This policy covers two types of teleworking: (1) teleworking due to force majeure and (2) occasional demand-driven teleworking.

I.1 Teleworking due to force majeure – applicable to all personnel

The policy on teleworking modalities is primarily to cover cases where, due to force majeure, the Agency requests its personnel to work from home. Examples of force majeure include major disruptive transit strikes, extreme weather, dangerous road conditions, riots, acts or threats of terrorism, or circumstances that IARC senior management deems not conducive to a safe working environment. The risks of force majeure events to IARC and mitigation measures in place are defined in the IARC Business Continuity Plan (BCP; *new version to be circulated in Q4 2016*).

In cases where all personnel are affected by a force majeure event, they will receive an SMS from senior management (DAF). If only some of the personnel are affected (e.g. problems

with a specific building or floor), senior management (DAF) will send an SMS or email to those concerned. Without an SMS or email trigger, force majeure does not apply.

As defined in the IARC Business Continuity Plan (BCP), in case of force majeure concerning all personnel, the presence of a small core group of staff members would still be required.

I.2 Occasional demand-driven teleworking – applicable only to some categories of staff and ECVSs

The Agency also recognizes that in certain exceptional circumstances, senior General Service (LY6), Professional staff members and ECVSs may benefit from occasionally working outside the office in order to concentrate on a specific deliverable (e.g. a grant proposal) that requires absolute concentration for a short period of time (duration from a half-day to three consecutive working days). This is referred to in this document as occasional demand-driven teleworking. In such cases, the following criteria must be met:

- (i) The time working from home is short (minimum a half-day, maximum three consecutive working days), is planned in advance, and is specifically agreed upon ahead of time (i.e. approved through the e-leave system);
- (ii) Demand-driven teleworking is an ad hoc occurrence and not a regular modality of completing work;
- (iii) The eligible personnel is contactable during working hours and could be asked to come to the office in the case of an exigency.

II GENERAL PRINCIPLES AND PLANNING

During teleworking, all personnel remain subject to IARC/WHO administrative policies and procedures and are expected to be contactable by telephone and via email during working hours. All IARC personnel are reminded to always maintain their contact information (e.g. home address and telephone number) up-to-date in the IARC Personal Information Portal and to check at regular intervals the functionality of their equipment for working from home, if applicable (including passwords for access, antivirus software, and charger).

Teleworking is not applicable during annual leave, sick leave (unless supported by a written recommendation from the IARC Staff Physician), special leave with or without pay, or compassionate leave. Furthermore, it should not be taken in conjunction with any type of leave.

Teleworking is not intended to serve as a substitute for enabling personnel to take care of their child(ren) or seriously ill family member(s), as this is provided for in the relevant WHO policy (<http://emanual.who.int/p03/so6/Pages/III612Familyemergencyleave.aspx>).

II.1 Teleworking due to force majeure

For business continuity purposes, all personnel should discuss with their supervisors how their work could be carried out outside the office in case of force majeure. Their agreement with supervisors should be documented to ensure a proper audit trail. Supervisors should contact SSR to ensure that critical functions are fully supported and included in the IARC Business Continuity Plan (BCP).

In cases of force majeure where all personnel of a given Section/Group are affected, the Section/Group Head is to take the lead and issue a general message that personnel should be “on call and perform their usual planned work where possible and until further notice”. This does not exclude the Section/Group Head from assigning more specific tasks to individuals.

II.2 Occasional demand-driven teleworking

Occasional demand-driven teleworking is suitable for, but not limited to, exceptional tasks requiring:

- Uninterrupted concentration (e.g. where substantial research, analysis, a grant proposal, or a writing assignment is to be completed within a short period of time);
- Work that can be carried out independently (e.g. editing, translation, data analysis, computer programming, data entry).

III. MODALITIES OF TELEWORKING ARRANGMENT

Staff members must log all teleworking in the e-leave system. ECVSs must log their teleworking with their Attendance Clerk.

III.1 Teleworking due to force majeure

In cases of force majeure that prevent personnel from coming to the office on a regular working day, the members of personnel and their supervisor should document via email (copying the Attendance Clerk) the following:

- (i) Where and how they can be contacted during working hours;
- (ii) For individuals receiving specific assignment(s), the work to be accomplished independently during the teleworking period.

III.2 Occasional demand-driven teleworking

For occasional demand-driven teleworking, the eligible personnel should request exceptional permission to telework from his/her supervisor through the applicable e-leave or leave card system (through the Attendance Clerk) at least 24 hours before the start of the intended teleworking period, providing the following details:

- (i) The reason for the request to telework, and why this work cannot be completed at IARC;
- (ii) The expected duration of teleworking (minimum a half-day, maximum three consecutive working days);
- (iii) The work to be accomplished during the teleworking period. This must consist of measurable outputs that have been explicitly identified and that can be completed independently;
- (iv) Where and how s/he can be contacted during working hours.

Supervisors are expected to objectively consider the request from an eligible personnel to telework. Their decision, positive or negative, must be entered into the applicable e-leave or leave card system (through the Attendance Clerk) at the supervisor’s earliest convenience,

and before the start of the requested teleworking period. Supervisors should shortly justify their decision for the record.

IV. ROLES AND RESPONSIBILITIES

IV.1 Teleworking due to force majeure

During force majeure events:

- (i) Essential personnel must come to work to IARC or an alternate location, as indicated by senior management (DAF);
- (ii) Personnel assigned specific tasks must agree with their supervisor on specific deliverables based on the principles mentioned in this policy;
- (iii) All other personnel must be available on call during regular working hours.

IV.2 Occasional demand-driven teleworking

The supervisor authorizing demand-driven teleworking for eligible personnel should:

- (i) Assume primary responsibility for deciding whether a teleworking request is appropriate for the eligible personnel and for the task(s) assigned;
- (ii) Provide a brief but clearly defined assignment, with a deadline for completion;
- (iii) Ensure that the quantity of work is commensurate with the time allocated for its completion;
- (iv) Be satisfied that the eligible personnel's productivity and the quality of the work output will be sustained without supervision; and
- (v) Be satisfied that any adverse effects on the work of other personnel are outweighed by the overall gain in output.

The eligible personnel authorized to carry out demand-driven teleworking should:

- (i) Have a full understanding of the work in general and of the specific task(s) to be performed;
- (ii) Agree with the supervisor as to the hours during which the eligible personnel can be contacted at his/her home or the agreed-upon location; and
- (iii) Have demonstrated the ability to work efficiently with minimal supervision, to establish priorities, and to manage his/her own time.

The work that the eligible personnel is authorized to carry out for demand-driven teleworking should:

- (i) Be readily measurable in terms of quality and quantity, so that the supervisor can be satisfied that the eligible personnel's time teleworking is being used productively;
- (ii) Not depend on direct contacts with people who cannot be reached by telephone or email; and
- (iii) Not require reliance on information or materials that are not readily accessible from outside the office.

V. IT SETUP, COSTS, AND INSURANCE

V.1 Remote access/equipment

For teleworking arrangements, it is expected that IARC personnel have their own appropriate hardware and software installed at the teleworking location. Personnel are responsible for protecting their own or IARC-owned electronic equipment and data from cyber security threats. Personnel must be equipped with the necessary IT access in order to carry out their work from the teleworking location, and must ensure that access to data and deliverables is limited to those individuals or entities authorized by IARC. Restricted-access materials should not be taken out of the office, unless duly authorized through applicable procedures.

V.2 Costs

IARC is not responsible for the cost of connectivity, equipment, transportation of the equipment to and/or from IARC premises, repair or service, or any other expenditures incurred by personnel. Travel costs to and from the teleworking location are borne by the member of personnel authorized to telework. The Agency will not be liable for material damage, loss, or theft of the teleworking personnel's personal property or of IARC equipment resulting directly or indirectly from teleworking, even if incurred during the performance of official duties or while using IARC equipment. The Agency will not be responsible for any tax implications of maintaining the teleworking arrangement or connected to the teleworking arrangement.

V.3 Insurance

Staff members authorized to telework are covered for personal injuries arising out of, and in the course of, their performance of official duties provided that they can prove that the injury arose at the time and place agreed upon in the arrangement for teleworking. Staff members who have been authorized to telework will be insured under the Staff Health Insurance and the Group Accident and Illness Insurance policy in the same way as staff members working on IARC premises. ECVSs are insured through the Cigna Van Breda insurance policy. The Agency will not be held liable for any injuries to third parties resulting directly or indirectly from teleworking.

VI. CONSEQUENCES OF INADEQUATE PERFORMANCE DURING OCCASIONAL DEMAND-DRIVEN TELEWORKING

A staff member or ECVS whose occasional demand-driven teleworking arrangement has been authorized is expected to deliver the explicitly stated outputs in line with expected standards of quality, quantity, and timelines. Should these standards not be met, the staff member or ECVS will not be eligible for teleworking arrangements in the future.

VII. Conditions of employment

A teleworking arrangement does not change a staff member's conditions of employment or required compliance with WHO Staff Rules and Regulations and related policies, nor does it modify the conditions of the stay of an ECVS.

HR Implementing Procedures

Chapter 4: Working hours, leave and alternative work arrangements

4.8 ALTERNATIVE WORK ARRANGEMENTS (AWA)

4.8.1 General provisions

- (i) Alternative work arrangements (AWA) include flexible working hours, part-time work, teleworking and job-sharing. AWA are intended to meet staff members' needs and promote work-life balance while maintaining efficiency and effectiveness. Supervisors are encouraged to allow staff members to benefit from such arrangements whenever operationally possible.
- (ii) Division Directors who consider implementing AWAs which are not explicitly mentioned in this chapter, but are in line with its general provisions, are encouraged to discuss these with their Department Head and the Director, HRD, who has the authority to approve such variations.

(iii) Eligibility

AWA are not rights or entitlements. Business needs permitting and unless otherwise stated, all staff members are eligible in principle for AWA. Some positions may not be compatible with some or all types of AWA, such as those which require onsite or regular presence or immediate access to the Fund's resources.

(iv) Approval of AWAs

Unless otherwise stated in this chapter, requests for AWA shall be approved as follows:

- (a) Flexible working hours (section 4.8.2)– supervisor;
 - (b) Part-time work (section 4.8.4) and job sharing (section 4.8.6) – Director, HRD, upon recommendation by the Division Director and the Director, BOD;
 - (c) Ad-hoc teleworking (section 4.8.5(iii)(b)) – supervisor;
 - (d) Regular teleworking (section 4.8.5(iii)(c)) – Division Director through the relevant supervisor, subject to endorsement by the Head of Department and the Director, HRD.
- (v) If a request for AWA is not approved, the decision must be substantiated and recorded in writing. The denial of an AWA request shall be final.
 - (vi) Productivity and quality of outputs must be maintained during AWA and if this does not occur, the supervisor and staff member must reconsider the arrangement. Supervisors may also revise or change the AWA at any point in time, when business needs arise, giving reasonable notice (two weeks, unless otherwise specified in this section) to the staff member.
 - (vii) Failure to adhere to the agreed time schedule or to deliver work as agreed may result in the discontinuation of AWA.

- (viii) No additional costs will be incurred by IFAD and staff members' entitlements may be adjusted as a result of alternative work arrangements.

4.8.2 Flexible working hours

- (i) Flexible working hours are work schedules that permit flexible arrival and departure times within prescribed limits as described below under paragraph (ii) and (iii).
- (ii) **Core hours.** The term “core hours” means the time during the work day when all staff members must be present for work. At headquarters, core hours are from 10 a.m. to 4 p.m., including a one-hour lunch break. Core hours are an integral part of the normal working hours.
- (iii) Staff members at Headquarters may select to work their required working hours between 7:30 a.m. and 6.30 p.m. ensuring that core hours are included in the hours of work, subject to the provisions described below under paragraphs (iv) through (vi).
- (iv) Alternative regular hours of work may be specified for staff members in Divisions where work is performed in shifts or where other flexible working hour arrangements have been established.
- (v) Business needs permitting, staff and their supervisors may come to an agreement for flexible working hours on an ad hoc basis for a temporary period (up to a month), or on a regular basis for longer periods. Such arrangements could include working more hours on some days and fewer on others. However, in general, and especially for longer periods, attendance is required during the regular working week, as outlined in section 4.3.1(i). The supervisor and staff member must ensure that work outside of regular hours is documented and verifiable.
- (vi) Situations that would not normally be compatible with flexible working hours may include:
 - (a) Staff who are required to work fixed hours to ensure continuity of service;
 - (b) Staff who are assigned for temporary periods to service meetings such as Governing Council or Executive Board meetings. During these periods, overtime procedures may be applicable as specified in section 4.3.2.

4.8.3 Part-time work

- (i) Part-time work means that a staff member works fewer than the normal work hours of 7.5 hours per day.
- (ii) Staff members may request part-time employment for an indefinite period of time or for a specific duration.
- (iii) Where the opportunity exists and on recommendation of Division Director and Director, BOD, requests for part-time employment may be approved by the Director, HRD taking due account of the interests of the Fund and the individual needs of the staff members concerned.
- (iv) **Establishing part-time positions or conversion of full-time positions to part-time**
 - (a) Part-time work arrangements may be authorized in the following situations:

- i. When it is deemed preferable by the supervisors and the Division Director agrees that the functions of a position be performed by more than one staff member;
 - ii. When a continuing function does not require a 37.5-hour week and cannot be absorbed by another staff member or redistributed; or
 - iii. At the request of a staff member for conversion from full-time to part-time employment, provided that such a request is compatible with business needs.
- (b) Staff members interested in part-time employment should submit a request to their supervisor and Division Director. Division Directors are responsible for identifying positions or functions that can be covered through part-time employment and for making proposals in that regard, with the concurrence of the Director, BOD, to the Director, HRD, for approval. In cases in which the staff member requests part-time employment for an indefinite period of time, such staff are first considered for positions within their own Division that can be covered part-time; otherwise, their names and competency profiles are circulated to other Divisions for consideration.
- (v) **Effects of part-time employment on contractual status and conditions of service**

Table 4.2 – Summary of effects of part-time employment on conditions of service

Contract	Amended to reflect change of hours
Grade	Not affected
Hours of work	As agreed between supervisor/Division Director and staff member
Overtime (GS staff only) For eligibility for overtime, see Section 4.3.2(iii)(b)	Any work done in excess of agreed hours and up to normal working hours shall be compensated in the form of time off or cash payment at the rate of 1:1 for overtime worked. Any work done on weekends or after normal working hours (which exceed the normal 37.5-hour week) shall be compensated in the form of time off at the rate of 1:1 for overtime worked, or cash payment at the rate of 1:1.5 for overtime worked.
Salary and allowances	To be paid pro rata to hours worked
Annual leave	Salary and allowances to be paid pro rata
Special leave	Salary and allowances to be paid pro rata
Sick leave with pay	Granted, but for periods of less than four hours pro-rata benefits; pro-rata salary is earned during leave period
Maternity leave	Normal leave granted, pro-rata salary and allowances earned
Dependency allowance	Prorated
Language allowance	Prorated
Length of service	Periods of service are accumulated into total and divided by number of days to get actual length of service
Pensionable remuneration	Rules and regulations of UNJSPF shall apply on a prorated basis
Medical insurance/coverage	Same as full-time staff members
After-Service Medical Coverage Scheme	Same as full-time staff members
Compensation for death, injury, illness	Same as for full-time staff members; salaries and allowances are prorated
Participation in Group Life and Disability Insurance Plan (GLADIP)	Part-time staff members are eligible to participate
Computation of accrued annual leave on separation	Maximum part-time 60 working days
Mobility and hardship	Prorated
Home leave and family visit travel	Same as full-time staff members
Repatriation grant	Prorated
Separation payments for GS staff members	Prorated
Termination indemnity	Prorated
Death grant	Survivors receive grant calculated on prorated basis

(vi) Conversion of part-time to full-time employment

- (a) Approval for part-time employment may be revoked at any time for business needs. In such cases, concerned staff members shall be notified by HRD at least two months in advance. If the staff member wishes to continue to work a part-time schedule, but no such position is available, the staff member must return to full-time status.
- (b) Staff members who requested and were approved for part-time employment for a specific duration will be automatically reinstated to full-time when the period of part-time employment has expired.
- (c) Staff members who requested and were approved part-time employment for an indefinite period of time may request to be reinstated on a full-time basis. If there

is budget availability and there is a sufficient business justification, the staff member may be reinstated in their current position on a full-time basis or they may be assigned full time to another suitable position within the Division following approval by the Division Director. Otherwise, the staff members may apply for full-time vacancies corresponding to their experience and background as they arise, in accordance with standard vacancy procedures.

- (d) All part-time staff member's entitlements shall be adjusted to full-time on commencement of full-time service. Annual leave accrued but not used during the period of part-time service will be converted to full-time days on commencement of full-time service, based on the prorated number of hours accrued. HRD shall inform the staff member and revise the annual leave balance.

4.8.4 Teleworking

- (i) Teleworking is carried out at an alternative workplace to the staff member's normal place of work. The teleworking location should be secure, conducive to concentration, suitably furnished and supplied with the necessary private office business tools and equipment.
- (ii) Requirements Staff members requesting teleworking arrangements are responsible for ensuring that appropriate office business tools and equipment are installed at the teleworking location and any costs associated to this are borne directly by them. The definition of appropriate business tools and equipment depends on the tasks to be carried out from that workplace, but normally includes a computer, access to the internet and a telephone. IFAD shall not be liable for any operating costs involved in carrying out assignments from the teleworking location, including any incidental costs associated with the use of or damage to equipment or personal property. No additional costs will be incurred by IFAD.
- (iii) Approval of teleworking arrangements
 - (a) The nature of the staff member's work is a key factor in determining whether a staff member may be authorized to work remotely and whether it can be done on an ad hoc or regular basis. The work performed should be:
 - i. measurable in terms of quality and quantity;
 - ii. non-dependent for its satisfactory completion on direct personal contact at the office; and,
 - iii. non-reliant on information, materials or facilities that are not readily available at the teleworking location.
 - (b) Ad hoc teleworking arrangements may be granted for short periods of time (i.e., for no more than a total of five working days per calendar month, and not for recurring days beyond one calendar month). These arrangements shall be approved in advance by the supervisor through the appropriate absence management system
 - (c) Regular teleworking arrangements for arrangements exceeding one calendar month and/or for more than five working days per calendar month, may be approved by the Division Director with the endorsement of the Head of Department and the Director, HRD. The arrangement, if approved, may be

agreed for a maximum period of 12 months at a time, with a mandatory review and renewed approval required for any extension. A signed, written agreement entered into by the staff member and the supervisor shall set forth the terms and conditions of the teleworking and will be sent to HRD for inclusion in the staff member's status file. These arrangements must be centrally recorded through the appropriate absence management system.

- (d) During the teleworking period, the staff member must be reachable by remote connection such as by telephone, e-mail or videoconferencing.
- (e) Teleworking arrangements may be discontinued by the staff member or by the supervisor at any point. Where regular teleworking arrangements are to be discontinued other than for non-respect of its terms and conditions, either party to the arrangement should give the other at least one month's notice.
- (f) Situations that would not normally be compatible with teleworking may include:
 - i. Staff members who are required to be onsite due to the nature of their work;
 - ii. Staff members who require immediate access to the Fund's resources or facilities that are not remotely accessible;
 - iii. Staff members whose work is dependent for its satisfactory completion on direct personal contact;
 - iv. Staff members whose tasks or performance require close supervision.

4.8.5 Job-sharing

- (i) Under this arrangement, which is a variation of part-time employment arrangements, two staff members at the same grade level who hold the same type of contract may perform the same functions of a position on a 50/50 basis.
- (ii) Eligibility
 - (a) Subject to the criteria set out in Section 4.8.1(ii), all staff may be considered for job-sharing, provided that they also share the same type of contract.
 - (b) Job-sharing can apply only between two staff members at the same grade level.
- (iii) Approval of job-sharing arrangements
 - (a) Where the opportunity exists and on recommendation of the Division Director and Director, BOD, requests for job-sharing arrangements may be approved by the Director, HRD following endorsement of the Head of Department and taking due account of the interests of the Fund and the individual needs of the staff members concerned.
 - (b) The provisions of Section 4.8.3(vii)(c) apply to situations where staff members who requested and were approved for job-sharing arrangements wish to return to full-time status.

**INTERNATIONAL ORGANIZATION FOR MIGRATION
INSTRUCTION NO. 257
FLEXIBLE WORKING ARRANGEMENTS**

1. Purpose and scope

1.1 This instruction sets out the conditions and procedures for flexible working arrangements at IOM, as described in paragraph 4.2 below. The aim of these arrangements is to support IOM staff members in managing their different responsibilities in and outside the Organization, and to facilitate a strengthened positive and inclusive working environment, where all staff can work to the best of their abilities. IOM is committed to providing working conditions that enable staff members to achieve work-life balance, while fulfilling the needs of the Organization, which may include putting in place alternative working modalities following an emergency situation.

1.2 Flexible working arrangements are not a right or entitlement. All flexible working arrangements must take into account operational and service requirements, and the needs of and beneficiaries. Not all positions and situations lend themselves to all flexible arrangement modalities.

1.3 Managers and staff members are encouraged to consider how work can be undertaken in different ways to produce the highest standard of results. In reviewing requests for flexible working arrangements, consideration shall be given circumstances.

1.4 This instruction applies to staff members holding a regular, fixed term or special short-term contract. It does not apply to staff members on a daily contract, non-staff employees such as interns and consultants, or third-party personnel such as employees of a personnel service provider, except as otherwise provided in this instruction.

1.5 This instruction only covers flexible working arrangements, and does not include in its scope part-time employment, which may also be requested by staff members in accordance with IN/258: Part-time Employment, in conjunction with, or independently of, flexible working arrangements.

2. Instructions superseded

2.1 This instruction cancels and supersedes instructions IN/146 and IN/147.

3. Effective date

3.1 This instruction is effective 13 December 2017.

4. General provisions

4.1 All staff members of the Organization, except those on a daily contract, are eligible to request flexible working arrangements, including those working part-time.

4.2 The following are the possible flexible working arrangements that IOM staff members may request:

- (a) Flexible working hours
- (b) Telecommuting
- (c) Compressed work schedule
- (d) Scheduled break for external learning activities.

4.3 Multiple flexible working arrangements may be implemented concurrently.

4.4 Flexible working arrangements shall be for a fixed period of time, with a maximum duration of one year or until the end of the They may be extended through mutual agreement between the staff member and his/her supervisor with the same maximum duration of one year per extension.

4.5 All new staff members will be made aware of available flexible working arrangements as part of the induction process.

4.6 Productivity and quality of outputs must be maintained at the same level, or enhanced, following the introduction of flexible working arrangements. Supervisors are responsible for ensuring that staff members on a flexible working arrangement meet exigencies of service and professional standards.

4.7 Supervisors retain the discretion not to approve, to suspend or to cancel these arrangements in accordance with the procedures set out in section 9 of this instruction, for example due to a change in demands and requirements during certain periods, or any demonstrated negative impact of the arrangement on productivity or quality of work. There may be certain periods in an office work cycle during which some flexible working arrangements are more suitable than others. Supervisors shall use their discretion in reviewing requests to optimize the interests of both the staff member and IOM.

4.8 IOM shall incur no extra costs as a result of the approval and/or cancelation of a flexible working arrangement, except as otherwise provided in this instruction.

4.9 A flexible working arrangement does not affect the definition of a working day in the context of leave administration. In order to take one day off work, a staff member must apply for one day of leave regardless of the working hours assigned for the day, except for the designated half-day off in a compressed working schedule as defined in section 7 below.

Flexible

5. Working hours

5.1 Flexible working hour arrangements as set out in this section are only applicable at a duty station with a fixed standard working schedule (i.e. with fixed starting and ending times for each working day for all staff members) in accordance with IN/256: Office Attendance.¹ 5.2 Two types of flexible working hours are possible:

(a) Staggered working hours. A staff member may deviate from the fixed standard working schedule of the duty station, but must adhere to the starting and ending times for each day, agreed to with his/her supervisor. The number of working hours per day may vary (e.g. 7am to 5pm on Monday; 8am to 6pm on Tuesday, etc.), as long as the weekly total is 40 hours (for a full-time worker). The agreed starting and ending times are fixed until the end date of the agreement.

(b) Variable schedule. A staff member may complete his/her required weekly working hours at any time during the working week, without fixed starting or ending times. The staff member may not accrue and carry over credits or debits of hours into another week. The supervisor may require the staff member to be on duty during certain hours of the day (for example from 9:30 to 12:00 and 14:00 to 16:00), and may define certain hours of the day during which the staff member is allowed to work (for example anytime from 7:00 to 20:00).

5.3 A staff member on a flexible working hours schedule must take a meal break of a minimum of 30 minutes on any day in which s/he works six hours or more. Meal breaks during a working day do not count towards the number of working hours.

5.4 A staff member on a variable schedule must record hours worked on the Monthly Attendance Sheet (Annex I) and submit it each month to the supervisor, who must verify and retain all the records. At a duty station with its own mechanism for managing office attendance, the Sheet may be replaced by the attendance records from such mechanism.

6. Telecommuting

6.1 Telecommuting allows a staff member to perform part or all of his/her regular work schedule in an alternative work site away from the office (e.g. at home, in another IOM office or in another country). A telecommuting arrangement may be for up to two days per week subject to agreement between the staff member and his/her supervisor and dependent on exigencies of service. Any temporary arrangement which involves telecommuting for more than two days a week for exceptional reasons may only be approved for one month at a time.

6.2 Telecommuting shall be authorized only when all of the following conditions are met:

- (a) The nature of the work allows for it to be undertaken away from the office;
- (b) An individual work plan is established with specific measurable outputs to be achieved by the staff member within fixed time-frames; and
- (c) The work of the staff member can easily be integrated with the work of colleagues at the office.

6.3 Telecommuting is not intended to serve as a substitute for child or adult care. A staff member may not be engaged in the primary care of any children or adults during the agreed working hours while telecommuting.

General conditions

6.4 A telecommuting arrangement does not change the benefits and entitlements of the staff member, except as otherwise provided in this section.

6.5 While telecommuting, the staff member must be reachable by telephone and email or video conferencing software, and is expected to work the full number of working hours for the day. If a telecommuting arrangement involves any day on which the staff member spends some of the working hours at the office, and others away from office, commuting time from/to the office shall not count as working time.

6.6 Telecommuting requires the staff member to have his/her own equipment, including computer hardware, software, internet connection and communication tools to complete his/her work assignments. IOM will provide access to the IOM email network, Outlook, intranet and PRISM as necessary. The staff member is responsible for all telecommunication costs related to the maintenance of a telecommuting arrangement, and for protecting his/her own computers against viruses. IOM is not responsible for the cost of equipment, repair or service of computers not owned by IOM.

6.7 Notwithstanding the previous paragraph, subject to needs and availability of equipment already owned by IOM, the supervisor may provide the staff member on a telecommuting arrangement with a laptop computer, in lieu of a desktop computer, to facilitate telecommuting. In the event that a laptop computer is provided, it must be password protected and returned by the staff member at the end of the arrangement. For any repair or service of a computer assigned for telecommuting, it must be brought back to the office at the expense of the staff member.

6.8 A staff member on a telecommuting arrangement on a full-time basis may not be assigned a desk or office space during the period of such arrangement.

6.9 Entitlement to, and administration of, annual and sick leave shall not be affected by a telecommuting arrangement.

6.10 The staff member must abide by IN/138: IOM Data Protection Principles, as well as the same security provisions concerning IOM data/information that apply to staff members who work in the office.

6.11 While on a telecommuting arrangement, the staff member will continue to be covered by the occupational accidents and illnesses in accordance with IN/215: Incapacity and Partial Disability Insurance (IPDI) or IN/95: Compensation Plan (CP), as applicable. Any claim for an occupational accident/illness while telecommuting must be supported by evidence that the accident/illness is occupational.

Travel

6.12 Any travel costs incurred by a telecommuting arrangement shall be borne by the staff member, except as provided in the following paragraph.

6.13 The supervisor of the staff member on a telecommuting arrangement may request the staff member to report to the office due to specific work exigencies on specific days. In such cases, the supervisor should give reasonable advance notice to the staff member, and the travel cost to and from the duty station shall be covered by the Organization unless the staff member is telecommuting at a location within commuting distance of the duty station or as otherwise agreed as a condition of the arrangement. No DSA will be provided for the staff member's travel to the duty station.

6.14 The cost of all official travel shall be calculated on the basis of travel from the telecommuting site, unless as otherwise agreed as a condition of the arrangement.

Entitlements for staff members in the Professional category

6.15 Regardless of the location of the work site, the post adjustment will be based on the applicable rate of the duty station.

6.16 A staff member shall cease to accrue service time toward rest and recuperation travel (R&R) on the first day of his/her telecommuting arrangement, unless as otherwise agreed as a condition of the arrangement.

6.17 A staff member who is entitled to receive danger pay shall only be paid danger pay for the days of work performed at the duty station, in accordance with **Annex 5: Danger Pay** to the Unified Staff Rules.

6.18 Rental subsidy shall only be paid for accommodation at the duty station and shall not be affected by a telecommuting arrangement.

6.19 Repatriation grant remains applicable even if a staff member is separated during a remote telecommuting arrangement at his/her designated home station. The staff member will also accrue service time towards repatriation grant, except during the periods when s/he works at his/her designated home station on a full-time basis.

6.20 A staff member who is entitled to non-family service allowance shall continue to receive it except during the periods when s/he resides with his/her family members outside the duty station.

Entitlements for staff members in the GS category including National Officers

6.21 Entitlements for staff members in the GS category including National Officers shall not be affected by a telecommuting arrangement, except for danger pay which shall be prorated in accordance with paragraph 6.17.

6.22 A staff member in the GS category should not be asked to work overtime while s/he is performing work away from office on a telecommuting arrangement, except in cases of unforeseen events or emergencies.

Rotation and time-in-post requirement

6.23 The length of service during a telecommuting arrangement shall count fully for the purposes of rotation as well as time-in-post requirements as per **IN/233: Recruitment for Graded Positions (VN and SVN)**.

7. Compressed Working Schedule

7.1 A compressed working schedule permits a staff member to increase the number of hours worked per day in order to avail of a day or half a day off on a regular basis.

7.2 Under a compressed working schedule, the number of hours that would normally have been worked during a period of ten working days is compressed into nine days (to avail of a full day off), or into nine and a half days (to avail of a half day off). This requires a staff

member to extend his/her working hours during the nine or nine and a half days to cover the hours that would have been worked on the tenth day. The redistribution of normal working hours provides the staff member with the opportunity to take one day or half a day off as applicable at the end of the period of nine consecutive working days. The staff member and the supervisor should come to an agreement on the day or half day that will be taken off in advance.

General conditions

7.3 A staff member on a compressed working schedule arrangement must complete the required working hours during office hours (at a duty station with a flexible standard working schedule) or during the hours agreed with his/her supervisor in advance (at a duty station with a fixed standard working schedule).

7.4 The designated day or half-day off under this option cannot normally be carried forward or accumulated. However, if due to unforeseen events or emergencies the staff member is required to come to work on the designated day or half-day off, the number of hours worked on the designated day or half-day off will be compensated for on other days agreed upon between the staff member and the supervisor, normally within the following two weeks.

7.5 If the designated day or half-day off falls on an official holiday observed by the Organization, the staff member may take the designated day or half-day off on another day agreed upon between the staff member and the supervisor, normally within the following two weeks.

7.6 If a staff member is sick on the designated day or half-day off, that day or half-day may be charged to sick leave in accordance with IN/151: Sick Leave Administration. In this case, the staff member may take the designated day or half-day off on a different day in consultation with the supervisor, normally within the following two weeks.

8. Schedule Break for External Learning Activities

8.1 A staff member who wishes to attend courses relevant to his/her professional development at a university or another learning institution outside IOM may request to be away from work, including during core hours, up to six hours per week. This arrangement can be requested independently or in conjunction with any study leave entitlements.

8.2 All breaks for external learning activities must follow a fixed schedule for a specified period.

The hours spent away from work during a particular week must be made up at a time agreed to between the supervisor and staff member, normally within the following two weeks.

8.3 A staff member interested in undertaking a course of study should discuss his/her request with his/her supervisor before making any commitment.

9. Procedures

9.1 To request a flexible working arrangement, a staff member should, as the first step, discuss the proposal with his/her supervisor to ensure that the arrangement is compatible with the Organisation's operational needs, will not result in decreased productivity or quality of outputs, and will not put additional burden on other colleagues. The supervisor is encouraged to explore and evaluate feasible flexible working arrangements jointly with the staff member.

9.2 If a flexible working arrangement is approved by the supervisor, the staff member and the supervisor must jointly complete the Flexible Working Arrangement Request Form (Annex II, Request Form with the required details for each type of arrangement. The staff member shall submit the Request Form to the Chief of Mission/Head of Office in Country Offices, Regional Director in Regional Offices, Director/Head in Administrative Centres, or the Director at Headquarters Department for his/her final approval. The staff member must communicate the approved arrangement to MHRO (if in the Professional Category or if in the General Service category in Switzerland) or to the local HR focal point (if in the General Service category including National Officers in all other locations) for action.

9.3 If the requested flexible working arrangement is not approved by the supervisor, he/she must explain the reasons in person to the staff member. The staff member may request his/her second supervisor to review the denial. S/he shall discuss and explore the possible arrangements with the supervisor and the staff member as necessary, and may advise the supervisor on a suitable arrangement.

9.4 The supervisor and the staff member should jointly review the effectiveness of the arrangement at least once every three months, in addition to the regular performance evaluation. The supervisor and the staff member should discuss any issues, and modify the modalities of the arrangement as necessary to maintain the flexible working arrangement.

9.5 An incoming supervisor has the right to re-examine the existing arrangements. Any decision to alter an existing arrangement should be made upon consultation with the staff member. If a staff member moves, through appointment, transfer or any other means, to a new duty station or a new position within the same duty station, s/he will have to initiate a new request for a flexible working arrangement compatible with his/her new tasks.

9.6 A minimum of one-month notice shall normally be given for terminating a flexible working arrangement, whether initiated by the staff member or the Organization. A shorter notice period of a minimum of three days may be permitted when the discontinuation is due to negative impact on the productivity or quality of work or unforeseen personal emergencies, and the shorter notice period is approved by the Chief of Mission/Head of Office in Country Offices, Regional Director in Regional Offices, Director/Head in Administrative Centres, or the Director at Headquarters Department.

10. Annexes

- i) Monthly Attendance Sheet
- ii) Flexible Working Arrangement Request Form

OPCW

WORKING HOURS, OVERTIME, COMPENSATORY TIME OFF AND STANDBY DUTY FOR ALL STAFF EXCEPT FOR SECURITY GUARDS AND THOSE STAFF ASSIGNED TO THE SECURITY CONTROL CENTRE OR THE OPERATIONS PLANNING CENTRE

Purpose

1. This Administrative Directive establishes the policies and procedures required to implement Interim Staff Rule 1.2.02 concerning working hours.

Applicability

2. This Administrative Directive shall apply to all staff members except those staff members who are working in the OPCW security guard force, assigned to work in the Security Control Centre or in the Operations Centre of the Operations and Planning Branch (Inspectorate Division). The OPCW security guard force and staff members assigned for duty in the Security Control Centre shall be covered by AD/PER/22.Rev.2 (any revision thereto), and staff members assigned for duty in the Operations Centre of the Operations and Planning Branch shall be covered by AD/PER/14.Rev.2 (any revision thereto).

Normal working hours

3. Except for those staff members who are authorised to work part time, and for those who are participating in the OPCW fitness promotion programme in accordance with paragraph 9 below, normal working hours shall be from 09:00 to 18:00, Monday through Friday, with an hour-long break for lunch at any time between 12:00 and 14:00, as agreed upon by individual staff members and their supervisors. Each staff member is expected to take a daily lunch break with a minimum duration of half an hour between 12:00 and 14:00.

4. The Director-General has the authority to grant exceptions to the above-mentioned normal working hours in respect of individual staff members or of entire organisational units, on the basis of their functions, provided that such exceptions do not require staff members to work more hours than they would normally be required to work in a given working day. Accordingly, the Director-General may vary staff members' starting and finishing times, and may extend their lunch break (the "flexible hours"). This authority is delegated by the Director-General to division directors or their designated representatives in respect of their subordinates (for the remainder of this directive all references to directors will be taken also to refer to their designated representatives).

Core time and flexible hours

5. The working hours shall consist of core time and flexible hours. The core time, during which attendance at the work place is mandatory, shall be from 09:30 to 12:00, and from 14:00 to 17:00, Monday through Friday. The flexible hours shall be the periods from 08:00 to 09:30 and from 17:00 to 19:00.

6. Any staff member who wishes to take advantage of flexible hours shall obtain the prior written consent of his/her supervisor in respect of the hours which he/she prefers to work during the periods of flexible hours specified in paragraph 5 above. The supervisor shall determine whether and to what extent the personal preferences of staff members can be

accommodated, given their workload and the needs of both the Secretariat and their organizational unit, while also bearing in mind the importance of being responsive to staff needs.

7. As soon as the flexible hours requested by a staff member have been approved by his/her supervisor, the staff member shall prepare a flexible hours form, which shall also specify the length of time for which this arrangement shall be in effect. The form shall be signed by the staff member's supervisor. Prior to the commencement of this arrangement, a copy of the flexible hours form shall be forwarded by the supervisor to the division director for approval, and then to the Head of the Human Resources Branch (HRB). Any subsequent modification of the flexible hours to be worked by a staff member shall be approved in accordance with the same procedure.

8. Each supervisor shall establish a monitoring system to ensure that the staff members who have requested flexible hours in accordance with the procedure described in paragraphs 6 and 7 above actually observe the arrangement. Staff members are required to observe their flexible hours arrangement and to comply fully with the requirements of the monitoring system established by their supervisors.

OPCW fitness promotion programme

9. Subject to any conditions and criteria for the OPCW fitness promotion programme promulgated by the Health and Safety Branch, full-time staff members who have formally registered for that programme are entitled to use up to two hours per week of their normal working week for the purpose of exercise.

Overtime for staff members in the General Service category

10. Supervisors are expected to arrange the work of their staff members so that overtime is an exceptional occurrence. In exceptional circumstances and in the interest of the OPCW, General Service staff members shall be authorised to work overtime.

Supervisors shall not, except when necessitated by unusual exigencies of service, require any staff member to work more than 40 hours' overtime during any one month, or more than 150 hours' overtime during any six-month period.

11. Overtime is considered to be the time worked in excess of eight hours per day or forty hours per week, and shall be calculated to the nearest half hour. However, casual overtime of less than one half hour in any normal working day may not be included in any calculation of compensation for paid overtime.

12. Overtime worked shall normally be recognised for the purposes of compensation only when the General Service staff member has received advance authorisation from his/her supervisor to work overtime. In cases of urgency supervisors may, however, grant such authorisation retrospectively.

13. In accordance with Interim Staff Rule 1.2.02(c), recognised overtime as defined in paragraph 12 above which has been worked by staff members in the General Service category shall be compensated by either overtime pay or compensatory time off. Compensatory time off shall be granted in units of a half (four-hour) day or a full (eight-hour) day.

14. Compensation for overtime for General Service staff members shall be calculated as follows:

- (a) overtime worked in excess of the normal working day and overtime worked on Saturdays shall be compensated at 150%; and
- (b) all overtime worked on Sundays or on official OPCW Holidays shall be compensated at 200%.

15. Payment of overtime at the rates specified in paragraph 14 above will be granted, subject to a maximum of 40 hours per month. When unusual exigencies of service require General Service staff members to work more than the 40 hours prescribed in paragraph 12 above, excess additional hours shall be compensated by compensatory time off which may be taken at any time during the four months following the month in which the overtime takes place.

16. At the end of each calendar month, General Service staff members who have worked overtime during that month shall record such overtime on the overtime form, and shall certify by signing the form that the overtime was actually worked. The staff members should then forward the form to their supervisors, who shall certify by signing it that the overtime work was required and that it was actually performed. The completed form should then be forwarded to the Human Resources Branch.

17. With respect to General Service staff members who have elected to use the flexible hours option referred to in paragraphs 5 - 8 above, only time worked outside the flexible hours which they have specified (minus casual overtime of less than one half hour on any day of their normal working week) shall count as overtime. When completing the overtime form referred to in paragraph 16 above, staff members are also required to specify their agreed flexible hours.

Standby duty for Professional and General Service staff members

18. In accordance with Interim Staff Rule 1.2.02(d), in exceptional circumstances when necessitated by the interests of the Organisation, the division director may in advance require Professional and General Service staff members to be on standby duty outside their normal working day. Staff members may, on any normal working day, be placed on standby duty for a minimum of four hours and a maximum of 16 hours per day, or for 24 hours on a Saturday, Sunday or an official OPCW Holiday.

19. At the beginning of each calendar month, or, in exceptional circumstances, at short notice, the division director shall establish a standby duty roster which shall list the Professional and General Service staff members, if any, who shall in that calendar month be on standby duty at specified times. The roster shall also identify the officer or officers who are authorised by the division director to require standby staff members to report to work. Only staff members who are listed on the standby duty roster shall be considered as being on standby duty. Staff members listed on the standby duty roster shall be formally advised of this.

20. Professional and General Service staff members who are on standby duty shall remain available for work during the designated period of time, shall be accessible by a means of communication designated by their supervisors (e.g. by telephone, pager, e-mail or fax), shall remain within a 60-kilometre radius of The Hague, and shall be ready to assume their professional responsibilities at all times.

21. Staff members listed on the standby duty roster may be required to report to work at any time during their designated standby duty. If a staff member on standby duty is required to report to work, he/she shall do so within 60 minutes of the notification unless instructed otherwise by an authorised officer.

22. Staff members who are on standby duty shall receive standby duty pay for the period specified on the standby duty roster equal to 5% of the aggregate of the net base salary at the staff member's grade and step level. Staff members who are on standby duty shall not be eligible for overtime pay for the same period of time, unless they are called in to work in which case paragraph 23 below shall apply.

23. Staff members on standby duty who are called in to work at times specified on the standby duty roster shall be compensated in accordance with paragraphs 13 and 15, or 16 above, as the case may be. In all such cases the staff member shall not receive compensation in accordance with paragraph 22 above for the times when he/she is called in to work.

24. At the end of each calendar month, each Professional or General Service staff member who was listed on the standby duty roster for the previous month shall record all standby duty as defined in this directive on the standby duty form, and shall forward it to his/her division director for approval and signature. The division director shall then forward all completed standby duty forms, together with the standby duty roster, to the Human Resources Branch, which will forward it to the Budget and Finance Branch. The Human Resources Branch shall ensure the regular monitoring of both the authorised standby duty roster and the duly certified requests for payment of overtime.

Effective date

25. This administrative directive, which was approved on 6 July 2015, is effective as of 6 July 2015, and supersedes AD/PER/10* dated 1 December 2000.

Ahmet Üzümcü
Director-General

OPCW

PART-TIME EMPLOYMENT

Purpose

1. The purpose of this Administrative Directive (hereinafter referred to as “Directive”) is to provide a framework for the authorisation of staff members of the Technical Secretariat (hereinafter referred to as the “Secretariat”) to work on a part-time basis and to establish the framework upon which their benefits, entitlements and contractual status shall be determined. This Directive is issued pursuant to Interim Staff Rule 1.2.02.

2. The present Directive should be read in conjunction with the following Administrative Directives: “Working Hours, Overtime, Compensatory Time Off and Standby Duty” (AD/PER/10), “Working Hours, Arrangement for Replacement Days and Compensation for Overtime For Inspectors and Other Staff Members On Inspection Mission or Involved in Inspection-Related Training” (AD/PER/12), “Working Hours and Compensation for Night Work and Overtime For Staff Assigned for Duty in the Operations and Planning Branch (OPB)” (AD/PER/14) and “Working Hours and Compensation for Night Work and Overtime For OPCW Security Guards and for Staff Assigned for Duty in the Security Control Centre” (AD/PER/22).

Scope

3. This Directive applies in all aspects equally to staff members initially appointed as part-time staff members, and to those already in service authorised in accordance with the paragraphs below to convert their status from full-time to part-time. This Directive does not apply to a staff member who was authorised to work part-time between the sixth and the second week preceding the expected date of delivery in accordance with the Administrative Directive on Maternity Leave (AD/PER/05).

Policy

4. Part-time employment may be authorised by the Director-General in cases that do not affect the functionality of the Secretariat. Therefore, staff members have no automatic right to part-time employment on request. Requests shall be reviewed taking into account the individual needs of the staff member concerned and the interests of the Organisation. Consideration shall be given to the operational requirements of the Branch and Division or Office and, if applicable, in the case of 50 percent part-time employment, to the probability of finding a complementary part-time backfill to complement the work assigned to the post.

5. Staff members are not entitled to part-time employment unless authorised by the Director-General or the Deputy Director-General, as appropriate. Staff members may request part-time employment on the basis of a variety of reasons related to their family or personal life.

6. Part-time employment may not be requested for the purpose of exercising another remunerated activity.

7. Part-time staff members shall be entitled to the benefits and privileges enjoyed by full-time staff members as provided for in this Directive.

Options for Part-Time Employment

8. The Organisation allows for two different types of part-time arrangements as described below:

- a. **Temporary part-time work provision** (50 and 80 percent option)
- b. **Job sharing** (only 50 percent option)

9. There are two possible options for part-time working hours, as outlined below, and for either option all entitlements and benefits shall be prorated at 50 or 80 percent, respectively, and whenever possible:

- a 50 percent part-time assignment entails working fifty percent of the normal working hours;
- an 80 percent part-time assignment entails working eighty percent of the normal working hours.

10. Schedule arrangements can only be made in units of either half days or full days and the regular work schedule agreed upon by the supervisor and staff member shall be fixed.

I) Temporary Part-Time Work Provision

Definition

11. Temporary part-time work provision means requesting to work for a limited period on a 50 or 80 percent basis in a post currently occupied on a full-time basis.

Eligibility

12. Staff members who have successfully completed their probationary period holding fixed-term appointments are eligible to request a temporary part-time work provision.

13. When reviewing the request, the Organisation must be satisfied that:

- a. it is feasible for the staff member to carry out temporarily the most vital responsibilities of his/her existing post on a part-time basis; and
- b. the work of the Organisation will not suffer from this temporary arrangement.

Approving authority

14. The authority to approve the temporary part-time work provision for staff members in the General Service category is delegated to the Deputy Director-General.

15. The Director-General has the authority to approve the temporary part-time work provision for staff members in the Professional and higher category.

Duration of temporary part-time work provision and extension

16. Requests to work temporarily on a part-time basis may be approved initially for a minimum period of one month and a maximum of one year, and may not exceed the duration of the staff member's current contract. At the end of this period, any subsequent requests for extension of the temporary part-time work provision may be granted up to a maximum of one year, subject to the remaining period of the appointment. To be considered, requests for extensions must be received by HRB at least two months before the expiration of the current

temporary part-time work period. Any requests for extension received after this deadline will be considered as a new application.

17. If, however, at any time during the part-time work provision, the supervisor considers that the work of the Branch and/or the Division or Office is adversely affected as a result of such arrangement, the situation will be reviewed with the Office or Division Director and a meeting will take place with the staff member(s) concerned to determine the most appropriate course of action for all parties. If the review concludes that there is an adverse effect, the staff member may be requested to resume full-time employment with a written notice period of two months.

Reversion to full-time employment prior to end of part-time work provision period

18. Staff members who have requested the temporary part-time work provision and wish to return to full-time employment before the expiry of the approved part-time work provision period may be converted to full-time status subject to the agreement of the supervisor, reassignment of backfill (if applicable) and the workload requirements within the Branch/Division or Office.

Application process

19. Staff members who wish to request (or extend) the temporary part-time work provision period must submit their application in writing to the Human Resources Branch (hereinafter referred to as “HRB”), through their immediate supervisor, the Head of Branch and Division or Office Director who, at this time, shall each record their comments and recommendations on the request. The request should clearly state the reasons for temporary conversion to part-time work, the percentage of part-time employment requested, the proposed work schedule and the duration, i.e. the suggested begin and end date of the part-time work provision.

20. HRB shall submit such requests (including comments and recommendations of the immediate supervisor, the Head of Branch and Division or Office Director), to the Director-General for Professional and higher staff or to the Deputy Director-General for General Service staff, as applicable, for approval. If approved, HRB shall inform the staff member accordingly in writing, specifying the relevant conditions, the percentage of working time, the fixed regular work schedule and the period of time for which the temporary part-time employment was approved. In the case of non-approval, HRB shall inform the staff member in writing of this decision and of the reasons therefor.

21. At the discretion of the Director-General, a vacancy for part-time employment may be advertised in order to recruit an individual to work part-time so as to complement the working hours of a staff member requesting the 50 percent temporary part-time work provision. No backfill will be permitted for the 80 percent work provision.

Effective date of approved temporary part-time work provision

22. The change in the percentage of working time shall only become effective on the first working day of the month following the approval or as provided in the written notification to the staff member as per paragraph 20 above.

II) Job Sharing

Definition

23. Job sharing is defined as a form of regular part-time work in which two individuals voluntarily share the duties and responsibilities of one full-time post, with salary and entitlements and benefits prorated. Job sharing involves each individual working 50 percent of the time.

Eligibility

24. In addition to staff members initially appointed as job sharing staff members under the conditions specified in paragraph 30 below, General Service staff members holding fixed-term appointments who have successfully completed their probationary period are eligible to request job sharing.

25. Professional staff members are not eligible to request job sharing.

26. Job sharing is subject to the needs of the Organisation and the agreement of the two staff members concerned to serve for at least one year in the shared job. After one year, it would be seen as an ongoing job-share arrangement subject to the interests of the Organisation.

27. For budgetary purposes, both staff members would occupy one post with the same post number and will normally be remunerated at the same post grade. The Director-General shall align the two incumbents' contract end dates during the first contract renewal process after approval of the job share arrangement. In the interest of the Organisation, it may be decided to terminate the job sharing arrangement at the end of the incumbents' current contracts.

Application process

28. For staff members interested in job sharing, there are two available options:

- a. A staff member interested in having his/her job shared with another individual shall submit a proposal to HRB, through his/her immediate supervisor, the Head of Branch and Division or Office Director, who, at that time, shall record his/her comments and recommendations. The request shall be forwarded, along with the job description, a statement on how the job could be shared, the name of a potential partner (if not known, HRB may utilise the roster mentioned in paragraph 28 (b) below) and a proposed schedule of work hours. Before forwarding the request on to HRB, the supervisor of the post to be shared should meet with the two staff members involved (only applicable if the potential partner, who is an existing staff member, has been identified) to discuss the viability of the request. The immediate supervisor, the Head of Branch and Division or Office Director will submit their recommendation to HRB only after verifying that all concerned parties (including the potential partner's current supervisor if the potential partner has been identified) are in agreement with the proposed job share.
- b. A staff member who wishes to be considered for unspecified job sharing possibilities should put this in writing to HRB and copy his/her supervisor. The names of the applicants will be kept on a roster which may be utilised by HRB to match job share requests with individuals based on work experience, specific duties, grade-level and contract end dates (whenever possible).

29. Before forwarding the request under paragraph 28 (a) above to the Deputy Director-General for approval, HRB will verify with all concerned parties (including, if applicable, the

applicant identified from the roster under 28 (b) above) that they are in agreement with the proposed job share, after which HRB shall record their recommendation for a suitable potential partner. If the Deputy Director-General approves the request, HRB shall inform the staff member(s) accordingly through an amendment to the letter of appointment specifying the percentage of working time and the fixed regular work schedule for which part-time employment is approved. In the case of non-approval, HRB shall inform the staff member(s) in writing of this decision and of the reasons therefor.

30. At the discretion of the Director-General, a vacancy for part-time (job sharing) employment may be advertised in order to recruit an individual to work part-time so as to complement the working hours of the requesting staff member in paragraph 28 (a) above.

31. Approval of part-time employment for a staff member who has requested a job share may, in some instances, not be granted until a job share partner for the remaining 50 percent has been identified and has committed to a job share.

Work schedule

32. Tasks/Duties may be split in any way agreed upon by the job share partners and their supervisor, provided each job sharer works 50 percent and the fixed regular work schedule is established in increments of either half days or full days.

Effective date of approved job share

33. The job share arrangement shall only become effective on the first working day of the month following the approval or as provided in the amendment to the letter of appointment (or in the new letter of appointment in the case of new appointments as job sharers).

Reversion to full-time employment and replacement of partner when the other wishes to end job sharing arrangement

34. In the event that one partner, after having served at least one year in the shared job, wishes to convert from part-time (job sharing) employment to full-time employment, he/she should apply for suitable vacant posts.

35. If one partner is appointed to another post or separates from the Organisation, the remaining partner may be given the opportunity to assume full-time employment. If this is not feasible, another job share partner will be appointed from the unspecified job share roster or as a result of a competitive recruitment process.

Effect on contractual status and conditions of service

36. While a change to part-time employment shall not affect the staff member's contractual status or shorten the expiration date of the staff member's current contract, the specific conditions of service shall be modified as provided in the following paragraphs, and shall correspond to the ratio of employment, i.e. 50 or 80 percent, unless provided otherwise. Staff members initially appointed or allowed to work part-time are subject to the Staff Regulations, Interim Staff Rules and Administrative Issuances applicable to staff members of the Secretariat, including being subject to the same restrictions relating to outside activities under Interim Staff Rule 1.5.03 as full-time staff members.

Hours of work/overtime/official holidays

37. Part-time staff members will be required to work 50 or 80 percent of the scheduled hours of work for full-time staff members. Appropriate arrangements will have to be made between the staff member(s) concerned and his/her supervisor, subject to the agreement of the Division or Office Director concerned and the rules governing flexible working hours set out in the Administrative Directive on Working Hours, Overtime, Compensatory Time Off and Standby Duty (AD/PER/10).

38. Part-time staff members are not generally expected to work overtime (work performed in excess of the working time specified in the part-time agreement), or on weekends or official holidays, and they are not entitled to payment of a night differential. In the exceptional event that part-time staff members would be required to work overtime, under the same conditions as those specified in the Administrative Directive on Working Hours, Overtime, Compensatory Time Off and Standby Duty, they shall be remunerated at the straight time rate for additional hours worked up to the normal scheduled workday of full-time staff. Thereafter, and for work required on the sixth and seventh day of the scheduled work week or on an official holiday, they shall be compensated according to the conditions governing overtime compensation for full-time staff.

39. Part-time staff members shall be granted official holidays, as set by the Director-General pursuant to Interim Staff Rule 1.2.03, only when such holidays fall on a regular working day in the regular schedule of the part-time staff member. They may not change their regular work schedule in order to take advantage of an official holiday.

40. If any bonus leave days are granted by the Director-General, part-time staff members shall receive them on a pro-rated basis, i.e. 50 or 80 percent of the number of days approved by the Director-General, rounded to the nearest half day.

Salary and allowances

41. The salary of part-time staff members shall be calculated at either 50 or 80 percent of that paid to full-time staff members at the same grade and step. This salary shall be the basis for the determination of payments while on annual leave, special leave with pay, sick leave and maternity/paternity leave.

42. Part-time staff members shall be entitled to the applicable allowances under the same terms and conditions as full-time staff members. Unless otherwise stated below, the amount payable shall be pro-rated as applicable.

Medical insurance

43. Part-time staff members shall be eligible for full medical insurance coverage. The cost of health insurance paid by the staff member shall be the same as the amount that would be paid by a full-time staff member at the same grade and step level.

Dependency allowances

44. Dependency allowances shall be paid to part-time staff members at 50 or 80 percent of the rate paid to full-time staff members. Where a part-time staff member or his/her spouse receives a direct governmental grant in respect to a dependent child (or children), the amount of the grant shall be deducted from the amount of the dependency allowance payable to the part-time staff member, i.e. from 50 or 80 percent of the dependency allowance of full-time staff members. In cases where the government grant exceeds the amounts of the pro-rated

dependency allowance, this will not preclude the recognition of children as dependants of the staff member for other purposes, such as coverage in the Organisation's medical insurance scheme.

45. The earnings limit for a spouse to qualify for a dependent spouse allowance shall not be pro-rated.

Post adjustment and assignment grant

46. Post adjustment shall be paid to part-time staff members at 50 or 80 percent of the rate applied to full-time staff members. Assignment grant shall be paid to part-time staff members who were initially appointed as part-time staff members at 50 or 80 percent of the rate applied to full-time staff members.

Education Grant and Special Education Grant

47. Education Grant or Special Education Grant shall be paid to eligible part-time staff members at either 50 or 80 percent of the amount paid to full-time staff members in similar circumstances. The amount of the grant shall be so established to take into account, on a pro-rated basis, full-time service which was previously or will be completed during the relevant academic year.

Education grant travel

48. Part-time staff members eligible for education grant travel for their children shall be granted such travel under the same conditions as full-time staff members, except that those who spend more than half of the relevant academic year on part-time employment shall be paid 50 or 80 percent of the expenses which would be payable to full-time staff members for each travel actually made. Part-time staff members shall receive 50 or 80 percent of the lump-sum or be required to contribute 50 or 20 percent of the actual cost of the ticket which would be payable to full-time staff members.

49. The rate of reimbursement for education grant travel shall be established on the basis of the longest period of time the staff member has been employed on either full or part-time basis during each relevant academic year. This is important in cases where, for example, a staff member has worked 5 ½ months of the relevant academic year on a full-time basis and the academic year has a duration of 10 months; the staff member would qualify for the full education grant travel entitlement.

Rental subsidy

50. Part-time staff members shall be entitled to a rental subsidy under the same terms and conditions as full-time staff members, except that they shall be paid either 50 or 80 percent of the rental subsidy which would be payable to full-time staff members.

Child care assistance programme

51. The provisions of the child care assistance programme shall apply to part-time staff members under the conditions set forth in the Administrative Directive on OPCW Child Care Assistance Programme (AD/PER/27) and its subsequent revisions.

Within-grade step and salary increments

52. Part-time staff members shall receive within-grade salary increments pro-rated, under the same conditions and with the same frequency as full-time staff members.

Length of service for the purpose of tenure policy

53. With regard to staff members subject to the tenure policy who work part-time, the same principles, conditions and limitations on tenure and periods of appointment and contract extension established for full-time staff members shall apply. The length of service for the purpose of the tenure policy shall not be pro-rated.

Qualifying periods

54. In order to calculate the eligibility to apply as an internal applicant to a higher post, periods of service in part-time employment shall be pro-rated accordingly, i.e. for 50 percent part-time staff members a period of 24 months of service shall be deemed equivalent to one year of service, for 80 percent part-time staff members a period of 15 months of service shall be deemed equivalent to one year of service.

Annual leave

55. For staff members working 50 percent part-time, the annual leave accrual is 1 ¼ days per month of service. For staff members working 80 percent part-time, the annual leave accrual is 2 full days per month of service. Part-time staff members are allowed to carry forward beyond 01 January of any year 50 or 80 percent of the accumulated annual leave days which full time staff members are allowed to carry forward in accordance with Interim Staff Rule 5.1.01 (c) and (d).

56. A staff member seeking 50 or 80 percent part-time employment should first bring his/her accrued annual leave balance to 15 or 24 full days or less respectively, prior to conversion to part-time employment. However, if the provisions of Interim Staff Rule 5.1.01 (d) apply, then the staff member seeking 50 or 80 percent part-time employment should first bring his/her accrued annual leave balance to 50 or 80 percent of the maximum number of days applicable to full time staff member under Interim Staff Rule 5.1.01 (d), prior to conversion to part-time employment. Following conversion to part-time employment, a staff member cannot use accrued annual leave to remain on full pay status.

Home leave

57. Part-time staff members eligible for Home Leave in accordance with AD/PER/09 shall be granted such travel and related entitlements with the same periodicity as full-time staff members. The rate of reimbursement for any home leaves following conversion from full to part-time employment shall be established on the basis of the longest period of time the staff member has been employed on either a full or part-time basis since they became eligible for home leave or since they have returned from their previous home leave. If the total full-time service exceeds the total part-time service between the last completed home leave and the beginning of the next home leave (or between eligibility and beginning of the first home leave), the staff member would qualify for the full home leave travel entitlement. If the total part-time service exceeds the total full-time service between the last completed home leave and beginning of the next home leave (or between eligibility and beginning of the first home leave), the staff member shall receive 50 or 80 percent of the lump-sum or be required to contribute 50 or 20 percent of the actual cost of the ticket which would be payable to full-time staff members.

Sick leave

58. Staff Regulation 6.2 and the Interim Staff Rule 6.2.01 governing sick leave shall apply to part-time staff members, except that such staff shall receive 50 or 80 percent, as appropriate, of the salary and allowances payable to full-time staff members.

Maternity leave

59. The benefits granted to full-time staff members pursuant to Interim Staff Rule 6.2.02 and the Administrative Directive on Maternity Leave (AD/PER/05) is also afforded to part-time staff members. Such staff will receive during maternity leave 50 or 80 percent of the salaries and allowances payable to full-time staff members.

Paternity leave

60. The benefits granted to full-time staff members pursuant to Interim Staff Rule 6.2.02 and the Administrative Directive on Paternity Leave (AD/PER/44) is also afforded to part-time staff members, except that they shall be granted 50 or 80 percent of the entitlement which would be payable to full-time staff members. Paternity Leave shall be determined based on the staff members actual work status as of the date on which they take paternity leave.

Participation in the Provident Fund

61. Part-time staff members are entitled to participation in the Provident Fund in accordance with Staff Regulation 6.1, Interim Staff Rule 6.1.01 and the Charter and Administrative Rules of the Provident Fund of the OPCW (AD/ADM/12). A change to part-time employment will not interrupt the continuation of participation. The entitlement to, and the amount of benefits resulting from, part-time employment will be in the ratio that it bears to full-time employment. That ratio will be either 50 or 80 percent.

Compensation in the event of death, injury or illness attributable to service

62. The compensation benefits payable in the event of death, injury or illness in accordance with the Organisation's policies on Death and Disability Insurance, will be the equivalent of either 50 or 80 percent, as appropriate, of the amounts determined for staff members on full-time employment, except that in the event of death such benefits shall be so established to take into account, on a pro-rated basis, previous full-time service.

63. Any additional lump-sum payment in the case of injury or illness resulting in permanent disfigurement, or permanent loss of a member or function, shall be the full amount(s) applicable to full-time staff members.

Travel and related entitlements on separation from service

64. Upon separation from service, part-time staff members will be entitled to return travel, unaccompanied shipments and removal costs under the same conditions as for full-time staff, provided that the combined period of their full-time and part-time service is equivalent to, or exceeds, the period of service required of full-time staff members for the exercise of each of such entitlements. A period of part-time service will be counted as either 50 or 80 percent, as appropriate, for these purposes. For 50 percent part-time staff members a period of 24 months of service shall be deemed equivalent to one year of service. For 80 percent part-time staff members 15 months of service shall be deemed equivalent to one year of service.

Termination indemnity

65. With reference to Interim Staff Rule 9.3.02, part-time staff members shall be paid a termination indemnity under the same terms and conditions as for full-time staff members, except that periods of service in part-time employment shall be pro-rated, i.e. for 50 percent part-time staff a period of 24 months of service shall be deemed equivalent to one year of service, for 80 percent part-time staff members a period of 15 months of service shall be deemed equivalent to one year of service.

Repatriation grant

66. With reference to Interim Staff Rule 9.4.01, repatriation grant shall be paid to part-time staff under the same terms and conditions as for full-time staff members, except that periods of service in part-time employment shall be pro-rated accordingly, i.e. for 50 percent part-time staff members, a period of 24 months of part-time service shall be deemed equivalent to one year of service, for 80 percent part-time staff members, a period of 15 months of service shall be deemed equivalent to one year of service.

Commutation of accrued annual leave

67. If upon separation from service a part-time staff member has accrued annual leave, he or she will be paid a sum of money in commutation of the period of accrued leave up to a maximum of 50 or 80 percent which a full time staff member is entitled to, in accordance with Interim Staff Rule 9.4.02 (a) and (b).

Last day for pay purposes in the case of death

68. For the purpose of calculating the extension of the last day for pay purposes in accordance with Interim Staff Rule 9.4.04, a staff member in part-time employment shall be subject to the same terms and conditions established for full-time staff members, with the exception that periods of service of part-time employment shall be pro-rated accordingly, i.e. for 50 percent part-time staff member a period of 24 months of service shall be deemed equivalent to one year of service, for 80 percent part-time staff member a period of 15 months of service shall be deemed equivalent to one year of service.

Effective date and duration

69. This Administrative Directive was approved on 27 October 2010 and supersedes AD/PER/51. This Administrative Directive applies to all current and future part-time staff members and is effective as of 01 January 2011. All staff members with existing part-time arrangements as of 17 May 2010 (the original effective date of this Administrative Directive) will be subject to its provisions. However, part-time arrangements entered into prior to 17 May 2010 do not need to be re-submitted for approval and may continue until the agreed upon end date of the arrangement.

Ahmet Üzümcü
Director-General

SCBD

Policy on Flexible Working Arrangements

Objectives

To offer staff more flexible working arrangements leading to a better balance between the professional and personal lives of the staff of the Secretariat and improvements in productivity.

Background

Since 1 February 2003 flexible working arrangements (FWA) have been offered for possible authorization in all departments and offices of the United Nations Secretariat (Annex IV: UNSG's bulletin ST/SGB/2003/4 on flexible working arrangements). This has been done using the guiding principles listed in Annex IV (attached), and these arrangements are to be adjusted to local conditions, as necessary.

SCBD Flexible Working Arrangements

In the interest of adhering to the One-UN initiative, upholding the highest level of professionalism and integrity in the discharge of duties, the Secretariat of the CBD adopted the following three arrangements in 2013:

1. Staggered working hours (flexi-time), as per ST/AI/408;
2. Scheduled break for external learning activities; and
3. Work away from the office (telecommuting).

After conducting a survey among the SCBD staff on the use of the FWA policy in the office, it is agreed to continue with the policy with the inclusion of the fourth element of the policy, Compressed Work Schedule (CWS), i.e. ten working days in nine.

These arrangements will be tested over a three-month period, starting on 1 July 2015 until 30 September 2015.

The policy of the CBD Secretariat on flexible working arrangements is in line with current practices of the United Nations' common system to meet Human Resources management challenges and to create a working environment conducive to increasing productivity and supportive to the balance of work and family responsibilities.

Flexible Working Arrangements are subject to restrictions when servicing meetings or when Staff members are on mission.

This policy may be amended from time to time as the need arises and within the context of CBD's staff management body including consultation with UNON HRMS as may be necessary.

Guiding Principles (based on those outlined in ST/SGB/2003/4) of the 4 elements of the FWA policy:

1. Staggered working hours (flexi-time), as per ST/AI/408;
2. Scheduled break for external learning activities;
3. Work away from the office (telecommuting); and
4. Compressed Work Schedule (CWS): ten working days in nine.

- Programme managers and staff are encouraged to rethink the manner in which the work is
- currently performed and how it could be done in different and better ways for all concerned by using flexible working arrangements;
- All arrangements are at the discretion of the head of department/office, who will authorize
- them, taking into account the needs of service, including the needs of clients or users, and the needs of the staff members;
- There is no right or entitlement to flexible working arrangements. They require a specific
- agreement and are purely voluntary for all concerned. However, in case a supervisor does not agree with a flexible working arrangement, there should be compelling justifiable reasons, such as work commitments, to refuse such an arrangement;
- In determining whether to approve individual arrangements, heads of departments or offices are expected to exercise their managerial discretion and judgement in a reasonable manner. Certain types of flexible working arrangements may not be possible for some jobs. Similarly, increased demands and requirements may lead to suspension of flexible working arrangements at certain periods, for instance when an intergovernmental body serviced by a particular office is in session. The task of the head of department/office is to optimize for the Organization and the staff the benefits of flexibility, while minimizing potential problems;
- Prior notice of at least 24 hours, and preferably longer, should be given and deliverables need to be agreed to by the staff member requesting to work from home. Even in the event of a family or a personal emergency, whereby a request to work from home is submitted at the last minute, the staff member is expected to inform his/her supervisor of the tasks to be undertaken while working from home. The staff member concerned should be able to demonstrate the outputs, if required by their manager;
- Productivity and quality of outputs must be maintained at the same level, or enhanced, following the introduction of flexible working arrangements;
- No extra costs may be incurred by the Organization as a result of flexible working arrangements.

Abuse of this policy will result in the automatic ending of flexible working arrangement for the concerned staff member(s).

1. Staggered working hours (flexi-time)

Flexi-time working arrangements are subject to the following:

- a) The band-width for flexi-time hours for arrival to and departure from the office is from 0800 to 10:00 in the morning and 16:00 to 18:00 in the afternoon;
- b) The total number of working hours is 35 per week;
- c) All staff members must be present in the office during core working hours from 1000 to 1600 hours;
- d) Staff members must take a one-hour lunch break between 1130 and 1430 hours and may add their lunch break to the total hours worked;
- e) To the extent possible, staff members should arrange their medical, dental and other appointments outside core working hours;

- f) Supervisors have the responsibility to ensure that the use of flexi-time does not disrupt the work during meetings

Guidelines and application form for flexi-time working hours arrangement are attached in Annex I.

2. Scheduled break for external learning activities

The following applies to scheduled breaks for external learning activities:

- a) Staff members may request breaks of up to three hours per day during core hours for a maximum of two days per week;
- b) The staff member must make up for these hours during the same week;
- c) Agreements covering the period of absence and a schedule of how hours will be made up must be made in writing. The leave monitor should receive a copy of this agreement.

Application form for scheduled break for external learning activities arrangement is attached in Annex II.

3. Work away from the office (telecommuting)

On a permanent basis:

Where consistent with the nature of the work involved, staff members may spend up to two days per week working from an alternative work site, provided they have access to the necessary equipment and may always be reached by telephone or e-mail. Application form for working away from the office arrangement is attached in Annex III. This arrangement will be reviewed every three months.

And on an ad hoc basis:

Where consistent with the nature of the work involved, staff members may work occasionally from an alternative work site, provided they have access to the necessary equipment and may always be reached by telephone or e-mail.

The following applies to working away from the office:

Prior authorization to work from home must be given to staff members by the Head of Unit with expected work deliveries, **at least 24 hours in advance**. **Otherwise the absence from the office will be regarded as annual leave.**

A 24-hour advance authorization to work from home is not required when exceptional conditions occur such as disruption of public transport (ex. morning snow storm) or household/family emergencies (ex. illness of a dependent/spouse, leaking pipes, broken furnace, etc.), but where the staff member is still able to work from home. What is considered as “exceptional” is left to the discretion of the supervisor, who may request the staff member to come to the office.

Responsibility and liability

The staff member working away from the office is responsible for providing all necessary hardware (computer, printer, telephone, modem, etc.) that may be required to perform the agreed work at the remote work place.

The staff member bears the costs of any and all repairs/upgrade/maintenance to such hardware/equipment.

The staff member bears the operating costs (ex. phone calls, internet use, etc.), and is responsible for furnishing and maintaining the remote work place in a safe manner.

The staff member shall release the SCBD and United Nations from any liability for damage to property at the remote work place.

The Organization will not be held responsible for any liability arising as a result of injury that occurs at the alternate work site for approved telecommuting arrangements.

4. Compressed Work Schedule (CWS): ten working days in nine:

Under this option, the number of hours that would normally have been worked during a period of ten days are compressed into nine days. This requires the staff member to extend his/her work hours during the nine days to cover the hours that would have been worked on the tenth day. The redistribution of normal working hours will provide the staff member with the opportunity to take one day off of the normal workweek, every other week.

CWS allows the staff member to work longer hours over the course of a two-week period by distributing among the nine days the hours that would have otherwise been worked on the 10th day. Essential functions must be covered every day of the working week including those days where the staff member working compressed work schedules avail themselves of a day off. Total productivity of the office must be at least equivalent to that under normal work schedules.

In order to facilitate the operationalization of the CWS arrangement, Friday will be the designated “offday” for the Unit/Department/Office. However, on a case-by-case basis, alternative days may be considered by the Director/Executive Head concerned. Managers should avoid, to the extent possible, scheduling important meetings and events on the designated “off-day”. In the case of unforeseen events or emergencies, staff members will be required to come to work on the day that would otherwise be an “off-day”. Day taken off under this option **cannot be carried forward or accumulated.**

Staff are not permitted to use their lunch hour for the purpose of gaining additional time within these arrangements. As is the current practice, prior approval of Unit Heads is required for all annual leave and all sick leave must be reported on the morning of the day it is taken and recorded.

The following regulations apply in relation to official holidays, leave and sick days:

- If an official holiday observed by the UN falls within the 10-day period, the staff member may have the option to suspend the arrangement or to work on a nine in eight-days’ basis, subject to the agreement of the manager/supervisor. The hours of the ninth days should be distributed among the eight days.

- If the designated “off-day” falls on an official holiday observed by the UN, the staff member may take the “off-day”, that day will still be considered as the day off for purposes of this provision. No sick leave will be granted.
- Where staff members take days off under the compressed work schedule, this arrangement will be recorded in the time and attendance module of UMOJA as “regular day off”.

Compressed work schedules affect not only individuals but also teams and larger work groups. Team members should feel comfortable with the arrangements and all staff must be treated fairly. Utilization of this arrangement should not entail extra work for other staff.

An agreement between the staff member and the manager on compressed work schedule must be in writing (see annex IV). A mechanism must be put in place in order to register the number of hours worked, such as a systematic logging in of the arrival time to the office and the departure time for evidence that the hours of work have been completed properly in order to benefit from the agreed upon CWS arrangement (see annex IV for an example of such a log).

ANNEX I

Guidelines for Flexi-Time Working Hours Arrangement at SCBD

I. Background

1. Technological developments and new social trends have encouraged employers in both public and private sectors to introduce measures that assist staff members in reconciling work and family responsibilities. The objective is to help attract and retain talented and motivated employees of both genders. These new patterns of work offer greater flexibility in how work is done and provide arrangements that address personal and family needs.
2. The Executive Secretary has formally approved the introduction of the flexi-time working hours for SCBD. An initial evaluation of the programme will be made after six months to assess its impact, on productivity, staff morale and client service, and to address any issues that may have arisen.
3. The flexi-time working hours programme is available to those staff members wishing to participate in it. Standard working hours at the Secretariat remains from 9.00 am to 5.00pm daily with 1 hour for lunch between 12.00 noon and 2.00pm.
4. Staff members are not permitted to use their lunch hour for the purpose of gaining additional time within these arrangements. Prior approval of the Head of Unit for annual leave and overtime is unaffected by flexi-time.
5. Certain types of flexible working arrangements may not be possible for some posts. Similarly, increased demands and requirements may lead to suspension of flexi-time arrangements during certain periods.
6. Equally, there may be certain periods in an office work cycle during which some flexi-time arrangements are more suitable than others. Managers are requested to use their discretion in applying flexible measures with judgement, optimizing the benefits to Staff and to the Organization while minimizing potential problems.

Flexi-Time Working Hours

7. Core hours at SCBD are from 10:00 to 16:00 hours. During these hours, Staff members must be present, except for one hour for lunch. Starting and ending times on either side of the core hours (08:00 to 10 and – 16 to 18:00 hours) are permitted to vary in order to suit personal needs. Staff members are expected to work a total of 35 hours per week i.e. seven hours per day plus a break of one hour for lunch. Flexi-time working hours within each Unit should be discussed and coordinated among team members to maximize the benefits to Staff and the Organization.
8. Supervisors should ensure that all staff have information on existing arrangements on flexi-time.

II. Roles and Responsibilities

9. Heads of Units are entrusted with the overall authority to ensure effective and efficient implementation of the programme. In making their decisions, the Directors will take into

account the impact of the arrangements on the performance of the duties and mandate of the Secretariat, including vis-a-vis Parties, The decision in each case will also be determined by past productivity patterns and punctuality of the staff member concerned.

10. Heads of Units communicate overall policy and guidelines and monitor overall implementation of the programme in SCBD. They decide on requests and plans and authorize individual participation of staff members in their Unit.

11. Implementation of the flexi-time arrangements will be the responsibility of each Unit.

12. Supervisors are responsible for discussing the programme with their staff, developing plans; implementing and monitoring the programme to make sure that productivity and quality of work, as well as service to clients are not compromised; and make recommendations to their Head of Unit on whether a particular agreement should be entered into.

13. Staff members undertake to abide by the agreements signed and to participate with professionalism, integrity and teamwork, and ensure that their productivity level is not adversely affected.

14. Time and Attendance record keepers are responsible for monitoring and recording in the same manner as they do in their monthly attendance report.

15. The SCBD Administration Staff will provide guidance and answer any questions that may arise concerning flexi-time arrangements and their implementation in SCBD.

ANNEX III
Agreement on Compressed Work Schedule (CWS, 10 days in 9)

Staff member's name & index number	
Supervisor	
Unit	

Under this Agreement, all hours normally worked during a period of ten working days are to be compressed into nine working days by distributing among these nine days the hours that would otherwise have been worked on the tenth day. This redistribution of normal working hours allows staff members, every other week, to take the 10th day off. Essential functions must be covered every day of the working week including those days where the staff member working compressed work schedules avail themselves of a day off. Total productivity of the office must be at least equivalent to that under normal work schedules.

Agreed Compressed Work Schedule	
Name of CBD Staff	
Information on the rearrangements for the hours worked	
10 th day designated as "off-day"	Fri <input type="checkbox"/>
Other comments	
This arrangement is valid	starting on

I understand SCBD's policy on the compressed work schedule (CWS) and I agree to the duties, responsibilities, obligations and conditions outlined in the policy. I understand that this is a re-arrangement of my working hours and that it can be altered or withdrawn by SCBD. I understand that I am responsible for managing my working hours in such a manner that it complies with the CWS component of the SCBD FWA policy.

Signature	Staff Member	Supervisor	Head of Unit
Date			

LOG OF HOURS WORKED IN THE FRAMEWORK OF A CWS ARRANGEMENT:

Agreed Compressed Work Schedule Name of Staff Member:	Arrival time	Departure time
[day/month/year]		

ANNEX IV
Agreement on Work away from the office (telecommuting)

Staff member's name & index number	
Supervisor	
Unit	

Staff members may spend up to two days per week working from an alternative work site, provided they have access to the necessary equipment and may always be reached by telephone or e-mail.

Agreed Work Schedule					
Location of remote work place	Tel.	Email			
	Fax	Mobile			
Work to be undertaken away from the office (outputs)					
Days of the week working away from the office (maximum 2)	Mon	Tue	Wed	Thu	Fri
Other comments					
This arrangement is valid during the following period	starting on		until		

I understand SCBD's policy on Work away from the office (telecommuting) and I agree to the duties, responsibilities, obligations and conditions outlined in the policy. I understand that this is a re-arrangement of working hours that can be altered or withdrawn by SCBD. I understand that I am responsible for providing all necessary hardware (computer, printer, telephone, modem) that may be required to perform the tasks stipulated in this document at the remote work place. I will also bear the costs of any and all repairs/upgrade/maintenance to such hardware, as well as operating costs (ex. phone calls, internet use, etc.). I will be responsible for furnishing and maintaining my remote work place in a safe manner.

I release the SCBD and United Nations from any liability for damage to property at my remote work place and understand that during the period of telecommuting the Organization will not be held responsible for any liability arising as a result of injury that occurs at the alternate work site for approved telecommuting arrangements.

Signature	Staff Member	Supervisor	Head of Unit
Date			

ANNEX V
Agreement on Scheduled Break for External Learning Activities

Staff member's name & index number	
Supervisor	
Unit	

Staff members will have a scheduled break during the week (up to 3 hours per day for a maximum of 2 days per week). The time spent away from work during a particular week must be made up during that week (may not include lunch hour).

Agreed Work Schedule						
Days of the week for scheduled break (maximum 2)		Mon	Tue	Wed	Thu	Fri
Hours for scheduled break (maximum 3 hours per day)	Day 1 Day 2	from		to		total hours total hours
Normal working hours						
Days of the week when hours will be made up (may not include lunch hour)	Day 1 Day 2 Day 3				hours hours hours	
This arrangement is valid during the following period	starting on			until		

I understand SCBD's policy on Scheduled Break for External Learning Activities and I agree to the duties, responsibilities, obligations and conditions outlined in the policy. I understand that this is a re-arrangement of working hours that can be altered or withdrawn by SCBD. For record purposes, attached is proof of enrolment to attend course(s) relevant to my professional development.

Signature	Staff Member	Supervisor	Head of Unit
Date			

SCBD Memo from Executive Secretary - 2017

FLEXIBLE WORKING ARRANGEMENTS AND TIME MANAGEMENT

Reference is made to the Flexible Working Arrangement ST/SGB/2003/4 and the SCBD Policy on Flexible Working Arrangements report of 2015. These documents are herein attached for your reference.

In light of the Flexible Working Arrangement (FWA) that was introduced by the UN Secretariat in 2003 to offer staff members a more flexible working arrangements that lead to a better balance between the professional and personal lives, the Secretariat of the Convention on Biological Diversity implemented the following elements of the FWA in 2013:

1. Staggered working hours (flexi-time)
2. Scheduled break for external learning
3. Work away from the Office (telecom muting)
4. Compressed Work Schedule (CWS): ten working days in nine

The implementation of this arrangement was based on the understanding and adherence to the principles and premise upon which the UN Secretariat adopted the FWA as follows:

- Programme managers and staff are encouraged to rethink the manner in which the work is currently performed and how it could be done in different and better ways for all concerned by using flexible working arrangements;
- All arrangements are at the discretion of the head of department/office, who may authorize them, taking into account the needs of service, including the needs of clients, and the needs of the staff members;
- There is no right or entitlement to flexible working arrangements. They require a specific agreement and are purely voluntary for all concerned;
- In determining whether to approve individual arrangements, Heads of departments or offices are expected to exercise their managerial discretion and judgement in a reasonable manner. Certain types of flexible working arrangements may not be possible for some positions, for instance support positions. Similarly, increased demands and requirements may lead to suspension of flexible working arrangements at certain periods, for instance when an intergovernmental body serviced by a particular Division or Unit is in session or in the three months leading up to such a meeting. The task of the Head of division/unit is to optimize for the Organization and the staff the benefits of flexibility, while minimizing potential problems.
- Productivity and quality of outputs must be maintained at the same level, or enhanced, following the introduction of flexible working arrangements;

No extra costs may be incurred by the Organization as a result of flexible At the CBD Secretariat, 27 Staff members are currently benefiting from the above Flexi Working Arrangement with 22 staff doing Telecommuting and 5 staff on staggered working hours.

The Administrative Review of CBD Secretariat undertaken by UN Environment this March upon my entry into service, indicates that there have been areas of concern in the implementation of the FWA facility at the Secretariat which may affect fulfilment of its commitments, output

and delivery to the Parties to the Convention and the Protocols. My own observation over the last four months supports UN Environment's report findings regarding FWA. As the head of the office that would ultimately be responsible for the deliverables, outputs and exigencies of the Secretariat, it is incumbent upon me to uphold the principle of the best interest of the organization and operational requirements in the implementation of the FWA within the Secretariat.

In this respect, and in consultation with UN Environment and the United Nations Office in Nairobi which oversees the FWA, and the Executive Committee members of Secretariat's Staff Association, I would like to inform you that I am suspending some aspects or options of the FWA effective 1 September 2017. The one month notice will enable staff members who are already utilizing this facility the time to make the requisite personal adjustments. While implementing this directive, I emphasise the following:

- The official working hours at the CBD Secretariat remain 9.00am — 5.00pm with the core hours being from 10.00 am - 400 pm when all staff members are required to be in the office;
- The regular use of telecommuting option is suspended; ad-hoc telecommuting will be possible only in exceptional circumstances, with justification duly submitted of the need and approval of the supervisor and Head of Division. The later has to ensure that the work-flow of the unit/division is not affected; the use of ad-hoc telecommuting by staff members with supervisory role needs to be limited.
- The compressed working schedule: ten working days in nine, could continue only with due justification and approval of supervisor and Head of Division, which has to ensure that the workflow of the unit/division is not affected.
- Staggered working hours arrangement will continue especially to cater for any family commitments or unexpected events or incidents. This facility must however be agreed upon with the supervisor and have the approval of the Head of Division.
- Scheduled break for external learning remains subject to prior agreement with and approval by the concerned supervisor and Head of Division, who are responsible to ensure the work-flows are not affected.

In addition, any requests for staggered working hours needs to be submitted well in advance and have the written approval of the supervisor and Head of Division. The situations of emergency, unforeseen circumstances need the approval of the Head of Division.

In undertaking these measures, my senior managers and I will review the achievements of our planned outputs, commitments and deliverables. The policy of complete suspension of FWA 3 months prior to major events for CBD will be applied with regards the forthcoming twenty-first meeting of SBSTTA and the tenth meeting of the Ad-Hoc Open ended Working Groups on Article 8(J) and related provisions of CBD scheduled for the last quarter of 2017.

Finally, I call upon your understanding, support and collaboration in effecting these changes that have become imperative to our operations. I trust this will also give us all the opportunity to forge stronger bonding as a community by taking advantage of colleagues' presence in the office.

SCBD Memo from Executive Secretary - 2015**REVISED POLICY ON FLEXIBLE WORKING ARRANGEMENTS AT SCBD**

Dear Colleagues,

I am pleased to announce, that following a survey conducted among staff of the SCBD on the application of the 2013 Policy on Flexible Working Arrangements and regular consultations with staff representatives through the Joint Staff-Management Relations Committee (JSMRC), I am introducing a revised policy on flexible working arrangements effective 1 July 2015 that incorporates the compressed work schedule, i.e. ten working days in nine, which is the fourth element of the UNSG's bulletin ST/SGB/2003/4.

Following the recommendation of the JSMRC, the compressed work schedule component is being launched for a trial period starting 1 July 2015 to 30 September 2015.

I take this opportunity to draw your attention to two publications from OHRM, "Implementation Guide for Staff" and "Implementation Guide for Supervisors", which are posted on the intranet, in the "Procedures and Policies" under Administration, on the implementation tools for the Flexible Working Arrangements policy in the UN; and highly recommend that you get acquainted with these documents.

As with the 2013 policy, the responsibility for deliverables will rest with each supervisor and staff member while flexible working arrangements is being applied. I wish to reiterate that the arrangements outlined in the policy are to be considered as a privilege and not a right, which can be revoked at any time if deemed necessary.

I am confident that all staff will use these arrangements in a responsible manner for the purposes for which they are intended.

Thank you

UNCTAD Guidelines on Flexible Working Arrangements

These Guidelines explain how the flexible working arrangements set out in ST/SGB/2003/4 and IC/Geneva/2003/28 are implemented in UNCTAD. Part-time work is not classified as a flexible working arrangement and is not included in these guidelines.

Background

The introduction of greater flexibility in the workplace empowers managers to assist staff members in meeting their work objectives and achieving optimal performance by balancing the demands of work with personal issues. Flexible working arrangements have been proven to improve staff members' motivation and experience has shown that misuse of such arrangements is minimal, with productivity gains outweighing any potentially negative effects.

In considering possible approaches to the use of flexible working arrangements, it is important to acknowledge the underlying commitment to the employment contract. UNCTAD staff members are required to provide high quality services to the best of their individual abilities, consistent with their assigned functions. Under the traditional concept of the workplace, the delivery of these services is facilitated and to a certain extent ensured by the requirement that staff members work together in physical proximity and during the same period of time.

The effective management of flexible working arrangements requires as a prerequisite the following:

- a sense of trust and responsibility on the part of both staff and management,
- clear communication between all members of the working team - staff member, manager and peers - concerning expected work outputs and the context of this work with the larger team,
- applicability of the guidelines to staff members at all levels in the organization.

I - Guiding principles

The following principles provide a context in which to consider the introduction of flexible working arrangements.

1. ***Flexible working arrangements are intended to facilitate flexible work but do not create an entitlement for such arrangements.*** (The ST/SGB/2003/4 states: "There is no right or entitlement to flexible working arrangements. They require a specific agreement and are purely voluntary for all concerned").

Flexible working arrangements are more easily put in place for some jobs than others.

Whether an arrangement is appropriate for a particular staff member will require discussion between the staff member and their manager and guidance and counseling by Human Resources Management Section (HRMS).

2. ***The introduction and operation of flexible working arrangements cannot represent additional costs for the organization.***

The United Nations does not have specific resources to enable direct financial support to alternative working arrangements. While productivity gains are often realized through the use of flexible working arrangements, the initial impetus for the introduction of such arrangements is to meet the personal needs of a staff member. It is not reasonable that the organization be burdened with additional costs in introducing flexible working arrangements.

3. ***The productivity level achieved under flexible working arrangements must be confirmed by management as being consistent with the level established under the standard structure.***

Staff members have individual work plans in their ePAS, which specify broadly expected outcomes. Productivity levels however are not precisely established. Full time employment is still largely defined through the recording of time and attendance. Under flexible working arrangements, the physical presence of staff members at the workplace during a specific period of time becomes a less important factor. Therefore work planning between managers and staff members becomes critical, and realistic and specific output targets must be established. Ultimately it is the primary responsibility of management to ensure that staff members' performance goals are met.

II - Roles and responsibilities

The implementation of the flexible working arrangements set out in these guidelines requires the engagement of all stakeholders, whose roles and responsibilities are described below.

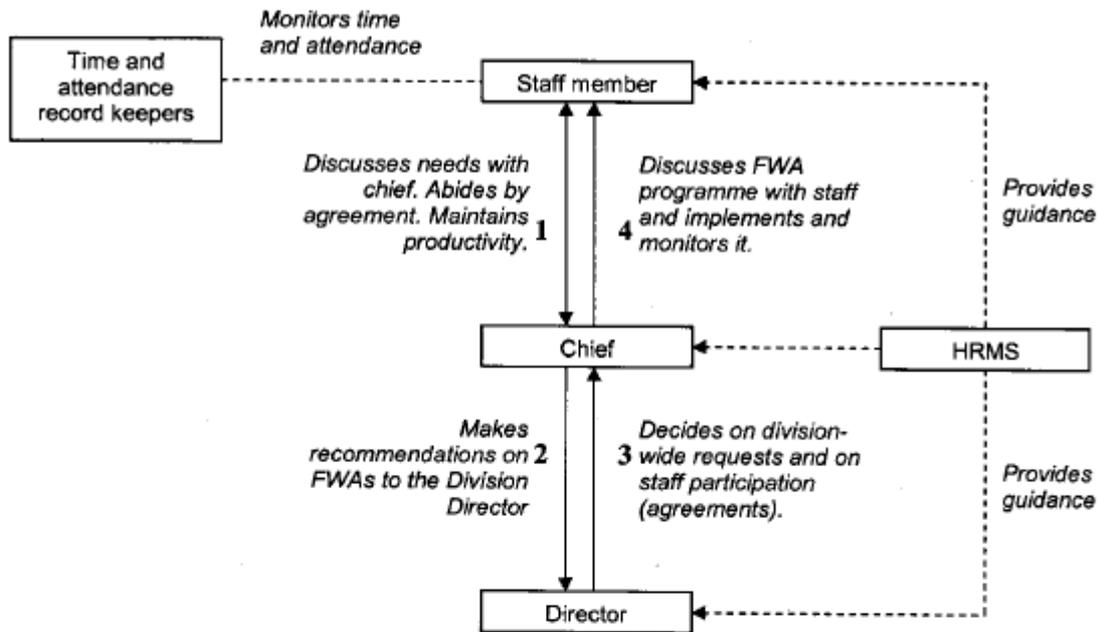
Staff members: Staff members must undertake to abide by the agreements signed and to participate with professionalism, integrity and teamwork, and ensure that their productivity level is not adversely affected.

Supervisors (Branch/Service/Section/Unit): The supervisors are responsible for discussing the work programme with their staff, implementing and monitoring the programme to ensure that the staff members' productivity, quality of work and delivery of service to clients are not compromised; and to make recommendations to their Director, through their own supervisor where applicable, as to whether a particular agreement should be entered into.

Directors: Directors will be responsible for introducing, continuing or terminating flexible working arrangements in their respective Divisions.

Time & Attendance record keepers: Time and attendance record keepers are responsible for monitoring and recording time and attendance, including in IMIS. They will provide copies of all agreements on flexible working arrangements to HRMS within one week of their approval. As in current practice, prior approval is required for annual leave.

Human Resources: The Human Resources Management Section will provide guidance on and monitor the implementation of flexible working arrangements.



III - Forms of Flexible Working Arrangements

The guidelines set out four forms of flexible working arrangements:

- Staggered working hours;
- Compressed work schedule: ten working days in nine;
- Scheduled break for external learning activities; and
- Work away from the office (telecommuting)

Staff members who choose option "a" may also avail themselves of options "b", "c", or "d". The other options may not be combined. Lunch hour or technical break cannot be used for all these options to gain additional time with flexible working arrangements.

A) Staggered working hours

UNCTAD's core working hours in Geneva are 10 a.m. to 4 p.m. During these hours, staff members must be present, except for one hour for lunch. Core hours are intended to guide managers in organizing activities, such as meetings, where the input of all staff members may be required. Outside of the core hours, staff members may complete functions which will not require interaction with other staff. Staff members are expected to work the number of hours per day which have been established under the common workweek i.e. eight hours plus a

break of one hour for lunch. Starting and ending times are permitted to vary to meet the personal needs of staff members.

B) Compressed work schedule: ten working days in nine

Through working an additional amount of time each working day during nine days, staff members can take an additional day off every other week. To the extent possible, Friday is designated as the day off for compressed work schedules at UNCTAD. Use of this arrangement requires managerial discipline to ensure that meetings are not scheduled on a staff member's designated day off.

Supervisors are encouraged to discuss the possible introduction of compressed schedules on a section-wide basis. It is important that the impact of implementing such an arrangement takes into account the distribution of work with colleagues and the staggering of days off, particularly if more than one staff member within the section has entered into a compressed work schedule. Discussions regarding work schedules to ensure coverage at all times are essential to the smooth integration of flexible working arrangements into the work programme of the section or unit.

In order to avail themselves of this arrangement staff members will be required to work an additional fifty-three minutes per day, on average, for the nine day period.

There may arise occasions where work demands prevent a staff member from enjoying a specific alternate day off. For example:

- In the case of unforeseen events or emergencies, staff members will be required to come to work on the day that would otherwise be a day off. Under this option, days off cannot be deferred, carried forward or accumulated to be enjoyed at a future time;
- If an official holiday observed by the United Nations falls within the 10-day period, the staff member may have the option to suspend the arrangement or to work on a nine in eight days' basis, subject to the agreement of the manager/supervisor. The hours of the ninth day should be distributed among the eight days;
- If the designated day off falls on an official holiday observed by the United Nations, the staff member may take the designated day on a different day during the same 10-day period, subject to the agreement of the supervisor;
- If a staff member is sick on the designated day off, that day will still be considered as the day off for purposes of this option. No sick leave will be granted.

C) Scheduled break for external learning activities

As a knowledge-based organization, UNCTAD recognizes the need to support the continuous learning of its staff. While staff members have access during working hours to courses provided by UNOG SDLS and other internal learning providers, it is recognized that staff may benefit from external learning courses.

Under a scheduled break for external learning, staff members will be permitted breaks of up to three hours per day, two days per week to pursue an external learning activity. The up to six hours away from the office would be compensated by adding two hours per day to the remaining three days per week, or alternatively one hour per day for all five days with the sixth hour added to one selected day.

Staff members are not permitted to sacrifice lunch hours in lieu of additional work hours. The break from the working day must follow a scheduled pattern for a specified period and be agreed by the immediate manager before formal commitments to an external learning activity are made. Staff members must meet their work commitments and managers must ensure that the scheduled break does not present a significant disruption to operational activities.

D) Work away from the office (telecommuting)

Under the arrangements for scheduled periodic work away from the office, a staff member may work from an alternative site, for up to two days per week. This work must be supported by a telecommunications platform that includes a PC installed with the relevant office software, a broadband internet connection and telephone. The cost for the computer equipment and related telecommunication connections must be borne entirely by the staff member. Similarly, telecommunication costs incurred by the staff member in support of the telecommuting arrangements also must be met by the staff member.

A schedule for work away from the office, setting out times when the staff member will be in the telecommuting mode and available for communication with their manager and colleagues, must be agreed between the staff member and their manager.

IV - How to enter into a flexible working arrangement.

The mechanism to enter into a flexible working hours arrangement is briefly described in the above section III and graph I.

An agreement between the staff member and her/his supervisor is required for all arrangements. Model agreements are provided in Annex 1 (you may also refer to circular IC/Geneva/2003/28).

All agreements should clearly specify their duration and, to the extent possible, establish specific output/productivity criteria in order to ensure a fair and objective performance appraisal of staff members using flexible arrangements.

The recommended maximum period for any arrangement is one year, at which time the arrangement will be reviewed.

Copies of all flexible working arrangements should be provided to HRMS within one week of their approval.

It is not permitted to use lunch hour or technical break for the purpose of gaining additional time with flexible working arrangements.

The guidelines for flexible working arrangements will be reviewed on an annual basis as part of staff-management consultations.

UNESCO

TELEWORK POLICY

Definition

Telework refers to a situation in which work is performed outside of the office premises, in an alternative location, for a scheduled period and is supported by communication and information technologies.

Telework, as defined in this policy, does not cover occasional work away from the office, where a staff member carries out office work away from the office on an ad hoc basis, or at certain peak periods. These will typically involve urgent assignments which require uninterrupted concentration, which may be more effectively performed away from the normal office site. Such occasional work away from the office must receive prior agreement from the manager and shall be documented (e-mail or written note, detailing the place of work with a complete address and the hours of work) for insurance purposes.

Scope of application

The telework option is applicable to staff members on fixed-term contracts (including staff on fixed-term/project appointments). Staff members on temporary appointments are also eligible, provided their contracts have been renewed beyond 12 months.

Conditions for telework

To qualify for telework, a number of specific conditions must be met, relating to the nature of the assigned tasks, the work location and the equipment.

Managers are expected to implement this policy, in an equitable and consistent manner across the board for all staff members of the organizational unit.

It must be understood that telework may be more suitable to some jobs or functions than to others and as such the decision on how best to implement this policy remains within the discretion of the manager who is responsible for the results of the organizational unit. In this regard, the granting or continuation of an already approved telework arrangements is not a staff entitlement and the denial of a request for telework is not subject to UNESCO's grievance/ appeals procedures. A flexible work arrangement may be deferred or cancelled at any time, normally within 10 working days' notice, such as where the manager considers the exigencies of work require staff members to return to a normal schedule of reporting to office.

Type of jobs /assignments

The option for telework should normally concern activities with defined, measurable outputs which do not require daily face to face communication with colleagues for completion. They could include research activities, analytical work, translation, revision, desk-top publishing, proofreading or editing documents, Web master or operator functions.

The assignments/tasks for which telework may be authorized should be:

- verifiable into expected results/outputs that can be measured in terms of quality and quantity;
- dependent for satisfactory completion on face to face contacts/interaction;
- reliant on information, materials or facilities that are not readily available in, or accessible from, the telework location.

The “Teleworker”

To be considered for telework, staff members must meet the following criteria:

demonstrated consistently good level of performance;

demonstrated ability to work efficiently with minimal supervision, to establish priorities and to manage effectively his/her own time.

In addition, the teleworker shall be:

- contactable by telephone or e-mail during agreed working hours as stated in the Telework Agreement;
- available to attend unplanned meetings at the office, at short notice, as required by the supervisor, when the work requirements so demand;
- responsible and accountable for the timely completion of tasks/assignments, and for submitting the agreed work products/completed assignments on time.

The Telework location and equipment

The telework location may be the staff member’s home or another agreed workplace away from the office. The location shall normally be one which allows the staff member to reach the office within 2 hours, in case unplanned or unexpected demands require their presence.

The telework location shall be safe and secure.

The staff member who has been authorized to telework will ensure that a proper work environment for teleworking is maintained (e.g. appropriate workspace, requisite equipment and conducive to concentration). The staff member is responsible for any costs incurred to set up and maintain the proper work environment. UNESCO will not be responsible for operating costs, maintenance of the telework place or any incidental cost associated with the use of the staff member’s residence. Utility costs (including telephone line installation, office furniture, telephone calls and use of the internet) and travel costs from/to the telework place will not be reimbursed by UNESCO.

Modalities and duration

The telework arrangements are formalized in a Telework Agreement. These may be on a full week (5 days) or part week (1/ 2 / 3 / 4 days) basis. Telework Agreements are concluded for an initial period of maximum 6 months at the time.

There are specific days on which a staff member’s presence is required in the Office (e.g. staff meetings), these shall be specified in the Agreement.

The manager or the staff member may request that a telework arrangement be modified or discontinued, normally within 10 working days' notice, if either the manager considers that the needs of UNESCO necessitate the return to normal working hours, or the needs of the staff member have changed.

Conditions of service

Telework does not affect the nature of a staff member's contract, nor his/her conditions of service. Leave provisions (e.g. annual and sick leave, and the rules relating to official holidays) shall apply in exactly the same way to teleworkers. Teleworkers remain subject to the UNESCO Staff Regulations and Staff Rules in exactly the same way as if they were working on the office premises.

Teleworkers are bound by the terms of Standards of Conduct for the International Civil Service while working at the telework location, and are subject to the same restrictions relating to outside activities as other staff.

Insurance

Staff members authorized to telework will be covered by UNESCO's Staff Compensation Plan for work-related accidental death and/or injury. Coverage will be deemed to apply in cases of death, injury or illness resulting from accidents occurring while staff members are performing official duties on behalf of UNESCO at the agreed telework location. In cases of accident, illness or death claimed as attributable to the performance of official duties when working at the telework location, staff members or survivors acting on their behalf will be required to provide evidence of a direct causal link between the performance of the official duties and the accident, illness or death. While working from the telework location, an accident, illness or death that occurs during the following circumstances will not normally be considered to be attributable to performance of official duties on behalf of UNESCO:

- (a) If the incident occurs away from the approved telework location, subject to (b);
- (b) If the incident occurs outside the direct commuting journey between home, the agreed telework location (if not home) and UNESCO (or any other destination authorized as official travel) for official purposes;
- (c) If the incident occurs outside the work schedule agreed and set out in the Telework Agreement.
- (d) Injuries caused by negligence (carelessness).

Staff members authorized to telework will not be covered under the Organization's Liability policy whilst working from the telework location. It is the staff members' individual responsibility to ensure adequate personal liability coverage as part of their household insurance, in case of personal accidents or injury that may not be considered under paragraph 20 above.

Requests for telework: approval process

Staff members should informally discuss their request with the manager and work unit in advance, so as to ensure the smooth running of the office.

Staff members who wish to apply for telework shall complete an application form (Telework Agreement) and submit it to their manager. The manager will review requests on a case-by-case basis and normally discuss them with the staff member.

The manager will make a recommendation to the ADG/Director of Bureau/Director of Field Office, who will approve, approve with modifications, or decline the request.

The staff member sends a copy of the telework agreement to the AO/EO, Chief HRM/SPI (Pension and Insurance) and to his/her HR Officer in the Benefits and Entitlements Unit.

The staff member is responsible for informing all relevant parties of the telework schedule.

Monitoring

RM will monitor the implementation of telework agreements.

FLEXIBLE WORKING ARRANGEMENTS

Contents

1. INTRODUCTION	
2. DEFINITIONS	
3. PRINCIPLES	
4. ELIGIBILITY	
5. ROLES AND RESPONSIBILITIES	
6. IMPLEMENTATION	
7. FLEXIBLE WORK SCHEDULES	
8. TELECOMMUTING	
9. PART-TIME EMPLOYMENT	
10. PHASED RETIREMENT	
11. JOB SHARING	
12. COMPRESSED WORK SCHEDULE	
ANNEX 1 to Manual Section V.7 - Eligibility	
ANNEX 2 to Manual Section V.7 - Flexible Work Schedules	
ANNEX 3 to Manual Section V.7 - Part-Time Employment	
ANNEX 4 to Manual Section V.7 - Job Sharing	
ANNEX 5 to Manual Section V.7 - Compressed Work Schedule	
ANNEX 6 to Manual Section V.7 - Letter of Agreement for Telecommuting Arrangement (TCA)	
ANNEX 7 to Manual Section V.7 - Telecommuting Arrangement: Terms and Conditions	

1. INTRODUCTION

1.1 General

- a) This Manual Section and its appendices set out the terms and conditions under which staff members may apply for flexible working arrangements.
- b) The Programme has introduced the following flexible working arrangements:
 - (i) Flexible Work Schedules
 - (ii) Telecommuting
 - (iii) Part-time employment
 - (iv) Phased retirement
 - (v) Job sharing
 - (vi) Compressed work schedule.

2. DEFINITIONS

2.1 Telecommuting refers to staff members working from an alternative work site, provided that they have access to the necessary equipment and may always be reached by telephone or email.

- 2.2** Part-time employment is an employment in which staff members work fewer than a fulltime schedule and expressed as a percentage of full-time (50% or 80%).
- 2.3** Phased retirements are an interim period of part-time work to ease the transition to retirement.
- 2.4** Job sharing is a form of part-time employment in which one position is filled with two par time staff members, dividing the responsibilities and hours of a single job.
- 2.5** Flexible work schedule² is a variable work schedule whereby management authorizes a fulltime staff member to vary the staff member²s starting and stopping time.
- 2.6** Compressed work schedule² is a schedule according to which staff members may complete their required number of work hours over fewer days, i.e. fulfilling their bi-weekly working hours in less than 10 days.
- 2.7** Normal work hours are the amount of time according to a precise work schedule that a staff member is required to work.
- 2.8** Core hours are the designated hours of the day when all full-time staff members must be at work.
- 2.9** Director refers to the director of the Division, Regional Bureaux, Liaison Office, or Country Office in which the staff member works.

3. PRINCIPLES

- 3.1** WFP recognizes the positive potential of flexible working arrangements; thus managers are encouraged to allow staff members to benefit from such arrangements whenever operationally possible.
- 3.2** Flexible working arrangements described in this Manual Section are not entitlements and may not be suitable for all jobs. These are measures that may be approved when mutually convenient for both the staff member and the Programme.
- 3.3** The introduction and operation of flexible working arrangements in an office of the Programme may not result in additional costs for the Programme.
- 3.4** There should be no adverse impact of these arrangements on the office work plan, the staff member²s productivity or his/her ability to perform assigned duties.
- 3.5** Flexible working arrangements must be agreed to in writing by the manager and the staff member and copies kept for office records. The Human Resources Division in Headquarters or the Human Resources Unit in the Regional Bureaux, Country and Liaison Offices must be informed for appropriate administrative action(s) and inclusion in a staff member²s file.
- 3.6** For staff members who are required to work overtime, i.e. hours worked in excess of their approved flexible work arrangements, Manual Section IV.5, Overtime, applies.

3.7 Staff members authorized to work on flexible working arrangements will remain subject to WFP's administrative provisions.

4. ELIGIBILITY

4.1 Staff on probationary period are not eligible for flexible working arrangements.

4.2 For eligibility to the different types of flexible arrangements, see Annex 1 to this Manual Section.

5. ROLES AND RESPONSIBILITIES

5.1 Managers Must:

- a)** Ensure that flexible working arrangements are discussed and understood by all staff members in the office and, if approved, are recorded and respected; and
- b)** Notify the Human Resources Division in Headquarters or the Human Resources Unit in the Regional Bureaux, Country and Liaison Offices about any changes to the employment status not later than one month in advance.

5.2 Staff Members Must:

- a)** Obtain approval in writing for any flexible working arrangement;
- b)** Adhere to the established working hours; and
- c)** Ensure that their first entrance and last exit from WFP premises is captured daily by the card readers installed at the turnstiles. If an electronic system is not available, then the first entrance and last exit should be captured through Sign In-Out Log books or sheets.

5.3 Human Resources Division and/or Unit Must:

- a)** Provide advice on the interpretation and monitor the application of flexible working arrangements; and
- b)** Process actions or inform Directors when requests do not conform to the criteria outlined in the policy documents.

6. IMPLEMENTATION

6.1 For the purposes of this Manual Section, Liaison Offices are considered an extension of Headquarters, thus all provisions established for Headquarters are applicable. However, Liaison Offices may establish their own normal working hours (8:30 a.m. to 5:00 p.m. or other) and core hours taking into account local custom and the practical requirements of the office.

6.2 Regional Bureaux and Country Offices may establish their own normal work and core hours with the understanding that they are in accordance with FAO Staff Rule 302.1.1 and take into consideration operational needs and the established salary scales and common work week agreed by United Nations Agencies at the duty station.

7. FLEXIBLE WORK SCHEDULES

7.1 Flexible work schedules enable staff members the opportunity to select and alter their work schedules to better fit personal needs and help balance work, personal, and family responsibilities (see: Annex 2).

7.2 The normal work hours at Headquarters are from 8:30 a.m. to 5:00 p.m., Monday to Friday, with an interruption of one hour for lunch. A normal work week at Headquarters is 37.5 hours and the range of the working hours within starting time may be selected is from 7:00 a.m. and 10:00 a.m. for Headquarters.

7.3 For offices outside Headquarters, the normal work hours, lunch periods and the range of the working hours within which the starting time may be selected shall be established by each office, with the understanding that they must:

- a) Be compatible with the practice of other United Nations Agencies in the duty station, taking into account local custom and climatic conditions;
- b) Meet the practical and operational requirements of the office; and
- c) Be in line with the established common work week by United Nations Agencies at the duty station and salary scales as a result of local salary surveys.

7.4 The flexible work schedules for staff members on part-time status (50% or 80%) must be in accordance with the provisions of Annex 3 to this Manual Section.

7.5 Flexible work schedules allow for reduced or extended lunch breaks from a minimum of 30 to a maximum of 90 minutes.

7.6 Flexible work schedules should generally be "fixed" (once approved) and the starting and stopping time should not differ from day to day. If approved, a flexible work schedule may have a maximum duration of 12 months, after which the eligible staff member must re-submit a request for consideration.

7.7 A flexible work schedule does not affect a staff member's salary, allowances and other entitlements.

7.8 Approved flexible work schedules apply only at the staff members' duty stations and are suspended when staff members are on duty travel to other office locations where they must abide by the normal work hours established at the other offices.

7.9 To apply for flexible work schedule, staff members shall submit a request to the appropriate Director for approval, after receiving the agreement of their supervisor. The request should detail the hours of work and the duration of the proposed flexible work schedule (not to exceed 12 months). The immediate supervisor is responsible for forwarding the approved application and decision to the relevant Human Resources Unit for processing and records.

7.10 In the event of early termination of flexible work schedule, a two-week notice period shall be given by either party.

8. TELECOMMUTING

8.1 To better accommodate staff needs, the Programme has defined a telecommuting modality to support alternative work arrangements within the scope of WFP service.

8.2 Telecommuting is not a contractual entitlement and telecommuting can only be agreed upon by the supervisor when the needs of the staff member, as well as those of the Programme, can still be met. This arrangement is subject to the nature of the assigned tasks and provided that productivity and quality of work is not compromised due to the different work site.

8.3 A staff member who has been authorized to telecommute on the basis of an approved Telecommuting Agreement (TCA) (See: Annex 6 and Annex 7 to this Manual Section) will be hereafter referred to as the telecommuter.

8.4 Types of Telecommuting

a) The Programme offers staff two types of telecommuting:

- (i)** Occasional telecommuting and
- (ii)** Regular telecommuting.

b) Different authorization procedures may apply to each of the two:

(i) Occasional telecommuting refers to the practice in which a staff member completes office work outside of the office for limited periods of time, such as a few hours or days during the year on an ad hoc request basis. This type of arrangement is particularly conducive to assignments that require uninterrupted concentration, and therefore may be more effectively performed outside the standard office site. Such work tasks may include extensive research and/or editorial assignments, complex written analysis, lengthy documents for translation or projects of high urgency. Please consult UN Security Management System Security Policy Manual Chapter IV Section D (Relocation, Evacuation and Alternate Work Modalities Measures to Avoid Risk²) for a description of security situations that may warrant telecommuting.

(ii) Regular² telecommuting refers to those situations in which work is performed outside of the office on a regular basis, for a regular part of the working day or a regular part of the working week. This arrangement may be made in circumstances to accommodate extenuating personal situations where a staff member finds it very difficult to work from an Office of the Programme on a regular basis and the staff member's supervisor is assured that the staff member will be able to perform the assigned duties efficiently and productively at the established telecommute place.

8.5 Eligibility

a) Telecommuting arrangement may be requested by any staff member, except as indicated in Annex 1. Staff members should, however, be aware that not all types of work lend themselves to the telecommuting practice. Service-related functions and/or functions that involve the handling of confidential information are considered to be particularly unsuitable for telecommuting.

b) Employees holding consultancy contracts and any other short-term type of contracts are specifically excluded from this policy unless their terms of reference specify otherwise (see Annex 1).

8.6 Request & review of proposal (procedures)

a) Occasional Telecommuting

(i) an occasional telecommuting arrangement must be documented in the form of an email or written note of authorization to/from supervisor, for reference and insurance purposes.

b) Regular Telecommuting

(i) a staff member wishing to enter into a regular telecommuting arrangement should make a formal written request to the staff member's supervisor, complete with a duly signed TCA.

(ii) the TCA should clearly specify the:

- duration of the agreement (i.e. start and end date);
- work to be performed;
- expected output;
- new contact information at the designated telecommute place (email address, telephone and fax numbers);
- schedule of staff member visits to the office; and
- progress reporting procedures to be followed under the agreement.

(iii) Telecommuting arrangements shall be considered and evaluated on a case-by-case basis and shall only be approved if, in the sole discretion of the supervisor and Director, this is found to be in the best interests of the Programme.

(iv) Regular telecommuting will only be authorized if, in the judgement of both the immediate supervisor and the Director, the task or tasks to be carried out will be performed with at least the same effectiveness and the staff member's productivity is commensurate with the time allocated. The Director's decision on whether or not to authorize telecommuting shall be final.

(v) the supervisor must not only be satisfied that the telecommuter's productivity and the quality of work output will be sustained, but also that absence from the workplace will have no adverse effect on the staff member's working relationship with other staff. To ensure the above, explicit conditions have been defined in this document that address the requirements for the telecommuter, work tasks and telecommute place in order to qualify for telecommuting. These conditions may limit the opportunities available for regular telecommuting arrangements for some staff and types of work.

(vi) the arrangement may be approved for a period of six months with possible extension to one year. Arrangements for duration beyond one year must be discussed with relevant supervisors and the Human Resources Division prior to approval.

(vii) the TCA document is to be signed by the telecommuter and the telecommuter's immediate supervisor and approved by the concerned Director. The immediate supervisor shall forward the approved TCA:

- in Regional Bureaux, Country and Liaison Offices: to the designated Human Resources Officer or Focal Point for information and inclusion in the staff member's file (for Internationally Recruited staff a copy should be provided to the Human Resources Division; and to the local IT support staff;
- at Headquarters and in Liaison Offices: to the Human Resources Division (Operational Services) for information and inclusion in the staff member's file; and to the Programme's IT Service Desk.

(viii) a telecommuting agreement may be withdrawn at any time, in line with Manual Section V.7.8.12(a), if the supervisor and the Director finds it to be in the interests of the Programme.

(ix) the decision whether or not to permit a staff member to telecommute, or to withdraw the agreement once it has been granted, is not a decision that is able to be reviewed under the provisions of Manual Section VIII.2 (Appeals).

8.7 Guidelines applicable to all forms of telecommuting

- a) These guidelines identify the conditions under which a staff member of the Programme may be authorized to perform work tasks at home or at any other mutually agreed alternative workplace during regular working hours of the duty station to which the staff member is assigned or reports to, or as otherwise indicated in the TCA.
- b) Staff members working outside of the office under these guidelines remain subject to the Programme's rules and regulations as well as administrative policies and procedures, as if they were working in the office environment. Hence, staff members are expected to uphold the Programme's standards of conduct while working at the telecommute place. As per these regulations, staff members shall not engage in any other activity that is incompatible with the proper discharge of their duties with the Programme.
- c) The Programme's staff members are reminded that they are international civil servants and shall conduct themselves at all times in a manner befitting their status as such. (See: Manual Section I.1, Standards of Conduct of Staff Members of the International Civil Service).
- d) The telecommuter is to be marked present for attendance purposes, with the understanding that:
 - (i) prior approval will be required for annual leave, and
 - (ii) when a telecommuter is sick, the immediate supervisor is informed promptly.
- e) Current rules for official holidays, applicable to the relevant duty station, apply to full-time and part-time telecommuters.
- f) The telecommuter will be expected to work the equivalent number of hours expected of a fulltime office schedule (or, in the case of part-time, the number of hours corresponding to their part time schedule) and to perform their assigned tasks during regular office hours, or during those hours agreed upon in the TCA.
- g) The telecommuter will remain on pay status while telecommuting.
- h) Overtime shall not be required of the telecommuter nor compensation granted to telecommuting staff for work performed outside the office and outside the working hours stipulated in the respective TCA.

8.8 Conditions and responsibilities

- a) The Telecommuter. A staff member who is being authorized to work outside of the office shall have:
 - (i) a full understanding of the work in general and of the specific tasks to be performed in particular;
 - (ii) consistently demonstrated a fully satisfactory level of performance;
 - (iii) the ability to work efficiently with minimal supervision, to establish priorities and to manage the telecommuter's own time;
- b) A proficiency in the required software applications, Internet and e-mail functions, as applicable and necessary.
- c) In addition, the telecommuter shall:

- (i) be reachable by telephone and/or email during agreed office/working hours;
 - (ii) work the full number of work hours;
 - (iii) be willing to attend unplanned office visits, as required by the telecommuter's supervisor or Director, when the nature of the workload so requires;
 - (iv) possesses requisite private equipment, tools and facilities, i.e. computer, printer, Internet access, telephone, office space, etc.;
 - (iv) be responsible for the timely completion of work tasks and maintenance of confidentiality, as appropriate; and
 - (v) present agreed work products.
- d) Work Assignments. The work that the telecommuter is authorised to carry out outside of the office shall be:
- (i) measurable in terms of quality and quantity;
 - (ii) non-dependent on daily personal contact with colleagues for its satisfactory completion;
 - (iii) non-reliant on information, materials, technical support or facilities that are not readily accessible from the telecommute place; and
 - (iv) neither non-confidential nor Programme sensitive.
- e) The Telecommute Place. The telecommute place shall normally be within commuting distance of the staff member's assigned duty station, secure, conducive to concentration and suitably furnished and supplied with the necessary private office tools and equipment.
- f) The Supervisor or Manager authorizing a telecommuting agreement shall:
- (i) evaluate each arrangement proposed and decide on a case-by-case basis;
 - (ii) obtain required approval from the concerned Director;
 - (iii) inform the staff member's colleagues in the work unit, and, as necessary, other concerned staff about the telecommuting arrangement;
 - (iv) provide supervision to the telecommuter and management of tasks assigned and completed;
 - (iv) ensure that the telecommuter is promptly notified of new procedures, guidelines and other information as related to the work unit and assigned work;
 - (v) provide copies of TCAs for information and filing as outlined in Manual Section V.7.8.7(b)(vii); and
 - (vi) provide information on an annual basis, for reporting purposes, to the Human Resources Division.
- 8.9 Access to ICT support and services & security**
- a) The telecommuter is responsible for obtaining the requisite private equipment including computers, printers, software, telephones, fax machines, to conduct regular work.
 - b) The staff member likewise assumes responsibility for the proper installation, maintenance and insurance coverage of such private equipment.
 - c) Security procedures, with regard to equipment and information, must be followed as the framework for all Programme activities, such that the provisions detailed in Administration Department Directives are upheld and applicable to telecommuting staff members. (Including Administration Department Directive Usage of Network Services and Internet, AD 2003/001 and Security Policy for WFP's Electronic Payment Systems, AD2005/001).
 - d) In general, restricted information (such as Personnel or Payroll records) shall remain

physically within the Programme's offices. Access to restricted information is authorised by its data owner in consultation with the ICT Security Officer. Set-up and use of an enhanced protection system may be required, at the expense of the telecommuter. (Administration Department Directive Usage of Network Services and Internet, AD 2003/001 and Security Policy for WFP's Electronic Payment Systems, AD2005/001).

- e) To ensure that the requirements for remote access are observed consistently, WFP reserves the right to log telecommuter's activities and conduct checks.
- f) In all cases, the telecommuter is responsible for transporting the telecommuter's private equipment, as well as all paper and electronic documents they need to effectively perform their duties, to and from the telecommuting workplace, as no courier service will be provided.
- g) The telecommuter shall neither perform nor permit copying of WFP-owned software and data files (whether purchased or developed in-house by WFP), except for the purpose of backup so as to not lose corporate information. (Administration Department Directive Security Policy for WFP's Electronic Payment Systems AD2005/001).

8.10 Costs and Liabilities

- a) The Information Technology Division may support the telecommuting service on a user-pay basis.
- b) The telecommuter is responsible for any costs incurred to set up and maintain the proper work environment. Hence, the Programme is not responsible for operating costs, maintenance of the telecommute place, or any incidental costs associated with the use of the telecommuter place. Incremental utility costs (including telephone line installation, Internet service and/or access, fax machines, office furniture, answering machine or voice mail, additional electrical outlets, etc.) shall therefore not be reimbursed by the Programme. The only exceptions could be official long-distance telephone calls which will be reimbursed by the Programme's Country or Liaison Office, Regional Bureau, or Division, if authorized, upon submission of receipts and relevant documentation. Office stationery supplies could be provided by the Programme, in the case of regular telecommuting only.
- c) All travel costs from and to the telecommute place shall not be reimbursed by the Programme.
- d) The Programme shall not be responsible for any tax implications of maintaining a home office area.
- e) The telecommuter ensures that a proper, safe and secure work environment for telecommuting is maintained (e.g. appropriate workspace, requisite equipment, and freedom from distractions), to carry out the telecommuter's responsibilities. It is advisable that, in the case where the telecommuter's home has been designated as the telecommute place, the telecommuter reviews the home insurance policies as the use of the home as an office may not be covered by existing private insurance contracts. However, any increase in home insurance coverage as a result of telecommuting shall be the responsibility of the telecommuter.

- f) WFP shall not be liable for damages to the telecommuter's personal property while the telecommuter is performing official duties; nor for damage to property or for any illness or accident of third parties attributable the telecommuter's activities at telecommuting place and during commuting travel.
- g) The telecommuter will, in the event of death, injury or illness attributable to the performance of official duties, continue to be covered by the Programme's Staff Compensation Plan, in accordance with the provisions of Manual Section VI.3, Compensation for Death, Injury and Illness.
- (i) coverage will be deemed to apply in cases of death, injury or illness resulting from an accident
- (ii) sustained while the staff member is on the way to or from the telecommute place and on the direct route between the telecommute place and either the telecommuter's habitual residence or place for meals;
- (iii) in the case of a claim, it is the telecommuter's responsibility, or in cases of death, their eligible family member's responsibility, to prove that the death, injury or illness was sustained in the performance of official duties. The immediate supervisor or Director of the telecommuter and the Human Resources Division at Headquarters or Human Resources Officer or Human Resources Focal Point in offices outside Headquarters must confirm that a TCA was authorized for the day cited in the claim.
- h) The telecommuter will bear responsibility for seeking prompt medical treatment for any work related injuries, informing the immediate supervisor and the designated Human Resources Officer at the Country Office, Regional Bureau or Headquarters, as appropriate, of the injury at the earliest possible time, providing details and certification of the conditions of injury as required. The telecommuter or the supervisor must also report the occurrence immediately to the WFP Medical Service and is responsible for following the Compensation procedure as outlined in Manual Section VI.3.6, Reporting Death, Injury or Illness.

8.12 Termination of agreement

- a) The immediate supervisor, in consultation with the telecommuter's Director, may terminate the telecommuting agreement at any time if, in their judgement, the conditions required for telecommuting are no longer met. The telecommuter may also terminate the agreement and return to the office. If either the telecommuter or the supervisor wishes to terminate the TCA, written notice of the change in the agreement shall be given to the other party with at least 30 calendar days.
- b) The Director of the Information Technology Division reserves the right to terminate technical services in cases of data security risks. The telecommuting agreement shall terminate automatically with the termination of technical services. (Administration Department Directive Usage of Network Services and Internet, AD2003/001).
- c) If the telecommuter transfers from the work unit or duty station, the telecommuting arrangement with the former unit or duty station shall be terminated. A new agreement may be made with the supervisor of the new unit, if deemed appropriate.

9. PART-TIME EMPLOYMENT

9.1 Part-Time Employment is defined as employment at either 50% or 80% of a full-time scheduled working week. Part-time is normally for periods of at least two (2) months.

9.2 Part-time employment enables staff members to continue their engagement with work and meet their personal responsibilities or demands outside of work for a defined period of time.

9.3 Part-time employment applies only for occupational groups where the exigencies of service permit. There is no automatic right to part-time employment.

9.4 Part-Time Staff Members at 50% are Required to Work:

- a) Either in the morning or in the afternoon;
- b) Over four days of the working week (i.e. 18 ½ hours at the duty station where the established common work week is 37.5 hours); or
- c) Two full days and one half day of the working week.

9.5 Part-Time Staff Members at 80% are Required to Work:

- a) Either four full working days per week;
- b) Five days per week, each at 80% of the normal Daily work hours; or
- c) Three full days and two half days per week.

9.6 Exceptions to Manual Sections V.7.9.4 and V.7.9.5 may be made to accommodate specific needs. Any change of schedule should be made by mutual written agreement with the understanding that the common work week is respected.

9.7 The change from full-time to part-time employment does not affect staff member's tenure of appointment (fixed term, etc.), but the staff member's conditions of service will be modified as provided below.

9.8 The following, where applicable, will be paid/granted to the part-time staff members at 50% or 80% of that paid to full-time staff members at the same grade and step:

- a) Salary;
- b) Dependency allowances (where the part-time staff member or the staff member's spouse receives dependency benefits from any source external to the Programme in respect of a dependent child, the external benefit is deducted from the amount payable, unless the amount is less than United States dollars \$5.00 per month);
- c) Post adjustment;
- d) Education grant (including Special Education Grant);
- e) Non-resident's allowance;
- f) Language allowance;
- g) Mobility incentive and hardship allowance; and
- h) or NFSA.

9.9 The qualifying period for Within Grade Salary Increment (WIGSI) for part-time staff members is the same as for full-time staff members at the same grade and step.

9.10 For the purpose of determining length of service, periods served in part-time employment either at 50% or 80% are considered equal to those of full-time service.

9.11 Part-time staff members accrue annual leave at the rate of 1 ¼ days for 50% work or 2 full days for 80% work per one month of service. Annual leave cannot be taken for any period of less than half a full day. Part-time staff may accumulate a maximum of annual leave as follows:

- a) At 80% - 48 full-time days;
- b) At 50% - 30 full-time days;

9.12 A staff member seeking part-time employment should first bring the staff member's accrued leave balance down to 30 full-time days or 48 full-time days (for 50% or 80% work, respectively) prior to conversion to part-time employment.

9.13 Part-time staff working a five-day week receive all official holidays. Part-time staff members working a three- or four-day week receive an official holiday only if it falls on scheduled workday.

9.14 The same provisions governing uncertified sick leave in respect of full-time staff apply to part time staff members. The entitlement will be based on 50% or 80%, (depending on the time worked) of the rate calculated for staff in full-time employment. Sick leave cannot be taken for any period of less than half a full day.

9.15 The same provisions governing maternity leave in respect of full-time staff apply to part-time staff members. However, during maternity leave, part-time staff members receive 50% or 80% (depending on the time worked) of the salaries and allowances that would be payable to full-time staff.

9.16 Part-time staff members and consultants are paid danger pay on the basis of presence in a dangerous location, thus the danger pay will not be pro-rated.

9.17 Part-time staff members are eligible for health protection and medical insurance plans under the same terms and conditions as full-time staff members.

9.18 The compensation benefits payable in the event of death, injury or illness are the same as those of full-time staff members except that the amount of salaries and allowances will be those applicable to part-time 50% and 80% staff members.

9.19 The conditions of participation in the United Nations Joint Staff Pension Fund (UNJSPF) during periods of part-time employment are subject to the UNJSPF Rules and Regulations at the time of the conversion to part-time. A change to part-time employment does not interrupt the continuity of participation in UNJSPF. The entitlement to and the amount of benefits resulting from part-time employment is in the ratio which this bears to full-time employment. That percentage ratio is 50% or 80% depending on the time worked. The pensionable remuneration used for the calculation of the benefits is the notional pensionable

remuneration which would have been applicable had the employment been full-time. Contributions on the basis of 50% or 80% of that notional pensionable remuneration are made by the staff member and the Organization of the rates applicable to full-time participants.

9.20 Part-time staff members eligible for home leave, family visit travel, and/or education grant travel are granted such entitlements with the same frequency and conditions as full-time staff members except that they are reimbursed at 50% or 80% (depending on the nature of their part time arrangement) of the amounts that would have been paid to full-time staff members. They also have the option of requesting accrual of service credit points at 50% to 80% of the normal accrual rate, in which case they would receive the same payment of expenses as full-time staff members when availing of entitlement travel. See also Manual Section V.3 Service Credit and Scheduling.

9.21 Upon separation from service, eligible part-time staff members are entitled to return travel and related entitlements under the same conditions as full-time staff members, provided the appropriate service requirements have been satisfied. A period of part-time service will be counted at 50% or 80% (depending on the time worked) of the period of full-time service for the purposes of calculating entitlements, i.e. one year of part-time service is counted as six months for part-time 50% staff or 9 " months for part-time 80% staff of service.

9.22 The payment of the repatriation grants for periods of service in part-time is based on the rate calculated for service in full-time employment and paid 50% or 80% (depending on the time worked). This is added to any period of service completed in full-time employment.

9.23 For the purpose of the separation payments scheme for General Service staff whose salaries are based on the Headquarters salary scale periods of service in part-time employment are based on 50% or 80% (depending on the time worked) of the rate calculated for service in full-time employment. This is added to any period of service completed in full-time employment.

9.24 For the purpose of payment of termination indemnity and death grant periods of service in part-time employment are based on 50% or 80% (depending on the time worked) of the rate calculated for service in full-time employment. This is added to any period of service completed in full-time employment.

9.25 Eligible part-time staff members in the Professional and higher categories of service eligible to receive rental subsidy will receive 50% or 80% (depending on time worked) of the amount due, but the number of years for which a subsidy is payable remains unchanged. For the purpose of rental deduction all provisions applicable to full-time staff members remain unchanged and are applicable for part-time staff members.

9.26 Part-time staff members are eligible for Rest & Recuperation under the same terms and conditions as full-time staff members.

9.27 Eligible part-time staff members in Headquarters receive 50% or 80% (depending on the time worked) of the normal commissary and petrol rations and any other "divisible" related privilege.

9.28 Directors are responsible for determining positions eligible for part-time employment.

9.29 To apply for part-time employment, staff members shall submit a request to the appropriate Director for approval, after receiving the agreement of their supervisor, stating the reason for which they wish to be considered for part-time employment. The immediate supervisor is responsible for forwarding the approved application and decision to the Human Resources Division or relevant Human Resources Unit for processing and records.

9.30 Approved changes in the working schedule (full-time to part-time and vice versa, or from 50% part-time to 80% part-time and vice versa) shall always be effective from the 1st of the month.

9.31 Staff members are expected to complete the agreed part-time employment period and any changes (extend or revert to full-time employment before the end of approved period) must be requested in writing at least one month in advance, for consideration.

9.32 At the end of the established period of part-time employment, staff members should revert to full-time employment in their former job or, if not possible, in an analogous position in the same office.

9.33 There is no right to change to full-time employment for staff members initially recruited on part-time basis.

9.34 Examples of a part-time work week at the duty station with the common work week 37.5 hours (See: table in Annex 3 to this Manual Section).

10. PHASED RETIREMENT

10.1 Phased retirement offers staff members the option of having an interim period of part-time work to ease the transition to retirement. This allows the Programme to undertake appropriate succession planning measures.

10.2 There is no obligation or automatic right to phased retirement arrangements. Upon request from a staff member, phased retirement will be considered in the light of work demands of the office.

10.3 Requests for phased retirement will only be considered for a period not exceeding one year during the three years immediately preceding the staff member's envisaged date of retirement.

10.4 Phased retirements can be approved at 50% or 80% part-time and handled as follows:

- a) Through the assignment of another staff member to the remaining 20% or 50%; or
- b) Through the recruitment or appointment of another staff member when phased retirement is at 50%, who would be expected to replace or assume part or all of the functions carried out by the departing staff member.

10.5 The conditions of service of staff members on phased retirement are provided for in Manual Section V.7.9 (Part-time Employment).

10.6 Manual Section V.7.9 on Part-time Employment applies to staff members on phased retirement who wish to revert to full-time employment prior to the approved return date.

10.7 To apply for phased retirement, staff members shall submit a request by e-mail to the appropriate Director for approval, after receiving the agreement of their supervisor. The immediate supervisor is responsible for forwarding the approved application and decision to the Human Resources Division or relevant Human Resources Unit for processing and records.

11. JOB SHARING

11.1 Job sharing is defined as the arrangement whereby two staff members working on a part-time (50%) basis share a specific full-time position. Job sharing must meet the following conditions:

- a) Duration of not less than four months;
- b) All staff members sharing a position must be at the same grade level, except for International Professionals on rotational posts at P1 to P4 who may have their personal grades one grade higher or lower;
- c) Job share partners should have one common job description and each partner must be prepared to undertake the full range of duties;
- d) The supervisor, in consultation with job share partners, should determine the actual distribution of the duties and responsibilities.

11.2 There is no automatic right to job sharing arrangements. The Programme will support staff job sharing arrangements only where it is reasonable and can be accommodated.

11.3 Job sharing is possible only on the basis of 50% part-time arrangement where two staff members agree to share one full-time position and send a request to the appropriate Director for approval, after receiving the agreement of their supervisor, stating the reason for which they wish to be considered for job sharing. The immediate supervisor is responsible for forwarding the approved application and decision to the Human Resources Division or relevant Human Resources Unit for processing and records.

11.4 The approval for job sharing should indicate the below conditions:

- b) Duration of arrangement, days and hours of work;
- c) Revised list of tasks to reflect staff member's working hours;
- d) Indication on who remains on the post upon expiration at the end of job sharing; and
- e) Call-in arrangements, if applicable;

11.5 The working hours should be in accordance with the established common work week hours and be shared equally (50%) between the two share partners. The allocation of working hours may be as follows:

- a) Split days (morning or afternoon);
- b) Split weeks (two and three full days alternating each week); or
- c) Any other schedule as may be agreed upon.

11.6 The job sharers may temporarily swap schedules or overlap provided that it is authorized by the supervisor and recorded for timekeeping purposes.

11.7 Directors are responsible for determining positions eligible for job sharing opportunities.

11.8 For part-time staff members who are sharing a position and want to revert to full-time employment, see Annex 3 on part-time employment applies.

11.9 In the event where one of the job sharers leaves the Programme before the end of the established period of job sharing, the Programme will make a reasonable effort to find another staff member interested in sharing the position. However, should no suitable candidate be identified, the Programme may offer the remaining partner an alternative part-time position or request the staff member to revert to full-time employment.

11.10 There is no right to change to full-time employment for job sharers who have been initially recruited on part-time basis.

11.11 For examples of Job sharing work week between employees A and B at the duty station with the common work week 37.5 hours, consult Annex 4 to this Manual Section.

12. COMPRESSED WORK SCHEDULE

12.1 A compressed work schedule is not an entitlement and may not be suitable for all jobs. Staff member's requests will be considered in light of work demands of the office. Compressed work schedules must not result in additional costs for the Programme.

12.2 Compressed work schedules allow for the statutory weekly hours to be worked in less than 10 days per two weeks. Though the schedules may vary, the times of arrival and departure from the office are regular and fixed from day to day. For ease of administration, the total hours of work per two weeks should be evenly divided amongst the number of working days (i.e. 9 days per two weeks). The day off gained from a compressed work schedule of 9 days per two weeks may be taken the last or the first working day of every second week.

12.3 Each day of annual leave, sick leave or official holiday accounts for a normal working day (i.e. 7.5 hours in the duty station with established common work week of 37.5 hours). Consequently, when annual leave or official holiday fall on a working day or sick leave is taken, the compressed work schedule must be adjusted, in agreement with the supervisor, in order to reach the established bi-weekly hours.

12.4 When an official holiday falls on a non-working day according to the established compressed work schedule, another working day shall be designated in lieu of a holiday.

12.5 A compressed work schedule does not affect a staff member's salary, allowances and other entitlements.

12.6 If approved, a compressed work schedule may have a maximum duration of 12 months. The eligible staff member interested to continue must re-submit a request for a compressed work schedule that shall again be considered in light of work demands of the office. The initial approval of a request does not guarantee a further continuation of the schedule.

12.7 Approved compressed work schedules apply only at the duty station and are suspended when staff members are on duty travel to other offices where they have to abide by the established normal work hours.

12.8 In the event the accumulated day off is not utilized on the tenth day of the cycle, it will become void.

12.9 To apply for a compressed work schedule, staff members shall submit a request by e-mail to the appropriate Director for approval, after receiving the agreement of their supervisor. The request should detail the hours of work and the duration of the proposed compressed work schedule (not to exceed 12 months). The immediate supervisor is responsible for forwarding the approved application and decision to the relevant Human Resources Unit for processing and records.

12.10 Staff members working on approved compressed work schedules will have to ensure that their first entrance and last exit from the Programme's premises are being captured daily.

12.11 In the event of early termination of the compressed work schedule, a two-week notice period shall be given by either party.

12.12 For examples of compressed work schedules (9 working days per two weeks) at the duty station with 37.5 hours' common work week, consult Annex 5 to this Manual Section.

ANNEX 1 to Manual Section V.7 – Eligibility

Flexible Working Arrangement	Fixed Term Appointments, Indefinite Appointments, Continuing appointments	Short-Term Staff Members, Special Service Agreement holders at Headquarters, Consultants
Flexible Work Schedules	Yes	Yes
Telecommuting	Yes	No, unless the Terms of Reference (TORs) specify otherwise
Part-time	Yes	No, unless specifically hired on part-time employment
Phased Retirement	Yes, but only for staff who have accumulated at least five years of service with WFP and are approaching early or mandatory retirement ages	NO
Job Sharing	Yes	No, unless the Terms of Reference (TORs) specify otherwise
Compressed Work Schedules	Yes, but only for staff on fulltime employment	NO

ANNEX 2 to Manual Section V.7 - Flexible Work

Schedules

Monday	Tuesday	Wednesday	Thursday	Friday
7:30 - 12:00 13:00 - 16:00	7:30 - 12:00 13:00 - 16:00	7:30 - 12:00 13:00 - 16:00	7:30 - 12:00 13:00 - 16:00	7:30 - 12:00 13:00 - 16:00
TOTAL: 37.5 hours per week				
Monday	Tuesday	Wednesday	Thursday	Friday
9:00 - 12:00 13:00 - 17:30	9:00 - 12:00 13:00 - 17:30	9:00 - 12:00 13:00 - 17:30	9:00 - 12:00 13:00 - 17:30	9:00 - 12:00 13:00 - 17:30
TOTAL: 37.5 hours per week				

ANNEX 3 to Manual Section V.7 - Part-Time Employment

At 80%				
Monday	Tuesday	Wednesday	Thursday	Friday
8:30 - 13:00 14:00 - 17:00	8:30 - 13:00 14:00 - 17:00	8:30 - 13:00 14:00 - 17:00	8:30 - 13:00 14:00 - 17:00	8:30 - 13:00 14:00 - 17:00
TOTAL : 30 hours per week				
At 50%				
Monday	Tuesday	Wednesday	Thursday	Friday
8:30 - 12:15	8:30 - 12:15	8:30 - 12:15	8:30 - 12:15	8:30 - 12:15
TOTAL : 18 3/4 hours per week				

ANNEX 4 to Manual Section V.7 - Job Sharing

Example 1	Monday	Tuesday	Wednesday	Thursday	Friday
Employee A	8:30 - 12:15	8:30 - 12:15	8:30 - 12:15	8:30 - 12:15	8:30 - 12:15
Employee B	13:15 - 17:00	13:15 - 17:00	13:15 - 17:00	13:15 - 17:00	13:15 - 17:00
TOTAL: 18 3/4 hours per week for each employee					
Example 2	Monday	Tuesday	Wednesday	Thursday	Friday
Employee A	8:30 - 17:00	8:30 - 17:00	8:30 - 12:15	OFF	OFF
Employee B	OFF	OFF	13:15 - 17:00	8:30 - 17:00	8:30 - 17:00
TOTAL: 18 3/4 hours per week for each employee					

ANNEX 5 to Manual Section V.7 - Compressed Work Schedule

Example 1	Monday	Tuesday	Wednesday	Thursday	Friday
First week	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20
Second week	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	8 :00 - 13 :00 14 :00 - 17 :20	OFF
TOTAL : 75 bi-weekly hours					
Example 2	Monday	Tuesday	Wednesday	Thursday	Friday
First week	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50
Second week	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	8 :30 - 13 :00 14 :00 - 17 :50	OFF
TOTAL : 75 bi-weekly hours					

ANNEX 6 to Manual Section V.7 - Letter of Agreement for Telecommuting Arrangement (TCA)

(See: HR-078 Letter of Agreement for Telecommuting Arrangement (TCA))

ANNEX 7 to Manual Section V.7 – Telecommuting Arrangement: Terms and Conditions

1. The telecommuter has read and understands the Programme's telecommuting directive and agrees to the terms and conditions for telecommuting described in this Agreement.
2. The telecommuter agrees to conform to the administrative, policy and procedure requirements set forth in the WFP Administrative Manual and understands that the telecommuter will remain bound by the Programme's staff rules and regulations and standards of conduct while working at the telecommute place. The telecommuter will be marked present for attendance purposes, with the understanding that
 - (i) prior approval will be required for annual leave, and
 - (ii) when the telecommuter is sick, the immediate supervisor will be informed promptly. Current rules for official holidays will apply to the telecommuter.
3. The staff member will remain in pay status while telecommuting. The telecommuter will be expected to work the equivalent number of hours expected of a full-time office schedule (or, in the case of part-time, the number of hours corresponding to their part time schedule) to their assigned tasks, during regular office hours to which the staff member is assigned, or those agreed upon in the TCA, and not to conduct personal business while in official duty status at the telecommute place. Compensation shall not be granted to the telecommuter for overtime performed outside the office.
4. The telecommuter recognizes the need for unplanned visits to the office in addition, or instead of, those originally planned in the Agreement. Similarly, he/she accepts that there may

be some periods when the telecommuter will have to spend more time than planned in the office due to the exigencies of service.

5. The telecommuter shall be responsible for obtaining the required private equipment, including computers, printers, telephones, fax machines, scanners, etc., to conduct regular work. The telecommuter also agrees to transport his/her private equipment to and from off-site work location and for setting it up at the telecommute place at no cost or responsibility to the Programme. No technical assistance shall be provided at the telecommute place. Telephone assistance may be provided on a user-pay basis.

6. The telecommuter shall be responsible for providing a reasonably safe and secure telecommuting place and for acting in a responsible manner in carrying out work assignments. The telecommuter shall be covered under the Programme's Compensation for Death, Illness or Injury Plan. Coverage will be deemed to apply in cases of death, injury or illness, while the telecommuter is performing official duties at the agreed place of telecommuting, during the agreed working hours and during the agreed commuting travel between the telecommuting place and the office at the agreed dates. The telecommuter must bring to the attention of the immediate supervisor, the designated Human Resources Officer and/or Programme's Chief Medical Officer any accident or injury and must complete the report required by VI.3.6.1 (Reporting Death, Injury or Illness). Details and certification of the conditions of accident or injury must be provided by the telecommuter.

7. The telecommuter agrees to protect the Programme's records and confidential information from unauthorized disclosure or damage.

8. The telecommuter agrees to neither perform nor permit copying of Programme owned software and data files (whether purchased or developed in-house by the Programme) except for the purpose of backup. The telecommuter further agrees to return all such software and data to the Programme upon termination of the telecommuting arrangement, and not to retain copies past that time.

9. The Programme will not be liable for damages to a telecommuter's personal property while he/she is performing official duties; nor to those of third parties. The Programme is not liable for accident, illness, death of third parties related to agreed telecommuting work during the agreed hours and agreed travel.

10. The Programme will not be responsible for any costs incurred to set up and maintain a proper work environment (e.g. equipment other than computing hardware, access to the Programme's network for electronic mail, network-resident software and Intranet). The Programme will not be responsible for operating costs, maintenance of the telecommute place, or any incidental cost associated with the use of the telecommuter's residence, including the increase of home insurance coverage as a result of telecommuting. Travel costs from and to the telecommute place will not be reimbursed by the Programme. Funding of incremental utility costs (including telephone line installation, fax machines, office furniture, answering machine or voice mail, additional electrical outlets) associated with the telecommute place will also not be reimbursed. Similarly, the Programme will not be responsible for any tax implications of maintaining a home as an office area. The only exceptions may be official long-distance telephone calls, if authorized in advance and

which will be reimbursed by WFP Country Office, Regional Bureau, or Division upon submission of receipts and relevant documentation. Office stationery supplies may be provided by the Programme, in the case of regular telecommuting only.

11. The telecommuter agrees to meet with the telecommuter's immediate supervisor to receive assignments and to review completed work, and to discuss other matters as necessary or appropriate.

12. The telecommuter will be responsible for transporting to and from the telecommute place all paper and electronic documents needed to effectively perform assigned tasks as no courier service will be provided.

13. The telecommuter will complete all assigned work according to work procedures mutually agreed upon by the staff member and the telecommuter's immediate supervisor. The telecommuter's performance will be evaluated in accordance with the current performance appraisal guidelines.

14. The telecommuter may terminate the telecommuting arrangement. The immediate supervisor, in consultation with the telecommuter's Director, may also terminate the arrangement at any time if, in their judgment, the conditions for telecommuting are no longer met. The Director's decision to terminate the telecommuting agreement shall be final. If either the telecommuter or the supervisor wishes to terminate the TCA, written notice of the change in the agreement shall be given to the other party with at least 30 calendar days. The Agreement will be automatically terminated if the staff member transfers to a new work unit or duty station.

15. The Director of the Information Technology and Management Services Division reserves the right to terminate technical services in cases of abuse or misuse of the services provided. The telecommuting agreement shall terminate automatically with the termination of technical services.

16. Nothing in this Agreement precludes the Programme from taking administrative action, in accordance with its staff rules and regulations, against a staff member who fails to comply with the terms of this Agreement.

WTO**Administrative Memorandum No. 965 - Flexible Working arrangements**

1. Flexible working arrangements may allow better accommodation of specific needs and interests of staff members, and in particular their involvement in family-related or external learning activities. To this end, Directors, supervisors and staff members are encouraged to rethink the manner in which work is currently being performed and how it could be done in different and better ways for all concerned by using flexible working arrangements. The effective management of flex-time options requires as a prerequisite a sense of trust and responsibility on the part of staff and management.
2. Staff members have no right or entitlement to flexible working arrangements. All arrangements are at the discretion of the Division Director, who may authorize them, taking into account the needs of the service and the needs of the staff member. The ultimate goal of such flexible working arrangements is enhanced productivity and improved quality of the work performed.
3. In determining whether to approve individual arrangements, Division Directors are expected to exercise their managerial discretion and judgement in a reasonable manner. The introduction of flexible working arrangements for any individual should only take place following a detailed examination by the Director of the implications for the work programme of the Division or Section.
4. Certain types of flexible working arrangements may not be possible for some jobs. Similarly, increased demands and requirements may require the suspension of flexible working arrangements at certain periods, for instance, in conjunction with the meetings of a particular committee. The purpose of this policy is to optimize for the Organization and for the staff the benefits of flexibility, while minimizing the potential problems. Division Directors are encouraged to consult with the Human Resources Division regarding any requests for a flexible working arrangement.
5. The Director of the Division will be responsible for the management of flexible working arrangements approved for any staff within his/her Division. The Division Director should be transparent with all staff in the Division regarding the approval of such arrangements. The Administrative Assistant of the Division shall keep a record of the agreed flexible working arrangements, and of any changes to such arrangements, and provide a copy of this record to the Human Resources Division.
6. No extra costs may be incurred by the Organization as a result of flexible working arrangements. Staff Rule 106.6 regarding eligibility for overtime payment will continue to apply unchanged, that is, a support staff member may be eligible for payment of overtime only after having worked at least 40 hours per week. Flexible working arrangements can be considered within two categories: flexible working hours and telecommuting.
7. This policy which includes different flexible working arrangements as explained below will be revisited after one year's implementation. This policy will come into effect as of 1 April 2005.

Flexible working hours

8. There are two options available for flexible working hours: staggered working hours or a compressed work schedule. These options are available only for full time staff members as part-time staff members already benefit from flexible working arrangements as provided for in Administrative Memorandum No. 940 (OFFICE(02)/44). A staff member who is working flexible working hours will be responsible for completing a form every two weeks to identify the hours he/she has worked. It is particularly important for a staff member working flexible working hours to ensure that the Administrative Assistant is informed of any foreseen absences (medical appointments, etc.) as soon as possible.

Staggered working hours

9. Under this option, staff members will follow a work schedule for a specified period agreed with the supervisor (Annex I). A staff member must be present during a core period of the working day, to be determined by the Division Director. The core working hours shall normally include the period from 09:30 a.m. to 12:00, and from 2:30 to 5:00 p.m. An arrangement may be agreed whereby a staff member completes the balance of the working hours for each day before, after, or partly before and partly after, the core period.

Compressed work schedule (ten days of work in nine)

10. A staff member may work all the hours that would normally have been worked during a period of ten working days compressed into a period of nine working days, by distributing among these nine days the hours that would normally have been worked on the tenth day (Annex II). This redistribution of normal working hours allows a staff member, every other week, to take off one day of the normal work week, or every week, to take off one-half day of the normal work week. If that day cannot be taken within the two-week period, the accumulated hours should normally be taken shortly thereafter. The designated day off may exceptionally be modified to accommodate the needs of the Division. The designated day off cannot be considered to be annual leave. The date of commencement of each two week-period of compressed work should be provided by the staff member and clearly specified in the records maintained by the Administrative Assistant of the concerned Division. Supervisors should ensure that there is staggered utilization of the work-free days or half days within the Section or Division.

Telecommuting

11. Telecommuting is an alternative work arrangement for staff members to conduct all or some of their work away from the primary workplace. Work from home can be authorized on either a full-time or part-time basis. The work location might be a residence, or another acceptable location within the local area. In strictly exceptional circumstances, telecommuting from outside of the local area may be permitted if approved by the DDG and the Human Resources Division. Telecommuting reduces the staff members' commuting time and inconvenience while allowing staff members to accomplish their work effectively. The introduction of telecommuting should take into account the impact on the work of colleagues in the Division or Section. For telecommuting to work effectively, means of communication not only between the staff member and supervisor but also with colleagues must be established.

Occasional telecommuter (informal arrangement for short periods)

12. Occasional telecommuting is a hybrid form of employment which combines work within the standard office with periodic work from an alternate site. Exceptionally, a staff member

may be authorized to work from his/her home on an ad hoc basis for short periods of time usually not exceeding one week of continuous absence from the office. The staff member will be listed for attendance purposes as if present at work. This working from home for short periods may be related to work on a specific project or task, e.g., the preparation of a dispute resolution panel report. If it is necessary for staff members to receive and transmit their work electronically to the Division during this period, any costs associated with such connections and the electronic receipt and submission of work to the Division will be borne by the staff member concerned. The staff member may be required to come to the office at any time during the period of absence.

Regular telecommuters

13. In exceptional circumstances, a staff member may be authorized to work from home on a regular basis. Work from home may be alternated with work at WTO headquarters. Regular telecommuting can be arranged either on the basis of:

- (a) 3 days per week or more at work / the remaining days per week at home
- (b) 7 months or more at work per year / the remaining length of time at home.

14. Such work from home for an extended period will require a formal agreement in writing between the staff member and the Director of the Division concerned (Annex III). This will include the schedule for work away from the office and should provide for clearly established times when the staff member will be in the telecommuting mode. Since the telecommuting arrangement will be combined with work in the office, no change in the existing employment contract will be needed.

15. A staff member who is authorized to work from home for an extended period of time may be required to come to the WTO headquarters at any time with reasonable advance notice. Such staff member will not be guaranteed a fixed office space at WTO headquarters.

16. The agreed arrangement to work from home may require that the staff member have the necessary facilities to receive and transmit his/her work electronically to the Division, including the appropriate connections to the internet. The costs of such connections and the electronic receipt and submission of work to the Division will be borne by the staff member.

17. As with other types of flexible working arrangements, a staff member has no right or entitlement to work from home for an extended period. All arrangements are at the discretion of the Division Director, who may authorize them or withdraw such authorization with reasonable advance notice, in light of the needs of the service.

Consideration of other contractual arrangements

18. Any other arrangement for flexible working hours or for telecommuting is not covered by this memorandum and must be approved by HRD. Such an arrangement may require a review in the conditions of service of the staff member concerned.

19. The above arrangements are distinct from "Special Service Contracts" and "Special Service Agreements" which are not applicable to staff members subject to the WTO Staff Regulations and the Staff Rules. Any staff member interested in further information regarding such contractual arrangements should contact the Human Resources Division.

Miguel I. Figuerola, Director
Human Resources Division

ANNEX I

AGREEMENT ON STAGGERED WORKING HOURS^[1]

Staff member:	Title:
Division / Unit :	Ext.:
Supervisor:	
Division/ Unit	

As provided for in paragraph 9 of Administrative Memorandum No. 954, a staff member is expected to be present during a core period of the working day, to be determined by the Division Director. The core working hours shall normally include the period from 09:30 a.m. to 12:00 and from 2.30 p.m. to 5.00 p.m. A staff member must complete the balance of the working hours for each day, before, after, or partly before and partly after, the core period, as specified below.

DAILY AGREED WORK SCHEDULE:

Morning : from _____ a.m. to _____ p.m.
A staff member is required to take a one hour lunch break between the morning and the afternoon. The lunch hour cannot be considered as a working hour for the purpose of this agreement.
Afternoon: from _____ p.m. to _____ p.m.
Total daily working hours:

STARTING DATE FOR THIS ARRANGEMENT (first day of the period when the staff member will begin working staggered hours):

I understand WTO's policy on STAGGERED WORKING HOURS as specified in OFFICE(05)/10, Administrative Memorandum No. 954. I agree to the duties, responsibilities, obligations and conditions outlined in that document. I understand that staff members have no right or entitlement to flexible working arrangements, therefore staggered working hours as a re-arrangement of working hours can be altered or withdrawn by the Director, with reasonable notice.

Signed: _____ Date: _____

(Staff Member)

Signed: _____ Date: _____

(Supervisor)

Signed: _____ Date: _____

(Director)

ANNEX II

AGREEMENT ON COMPRESSED WORK SCHEDULE^[2]

(Ten days in nine)

Staff member:	Title:
Division / Unit :	Ext.:
Supervisor:	
Division/ Unit	

1. (a) As provided for in paragraph 10 of Administrative Memorandum No. 954, a staff member may work all the hours that would normally have been worked during a period of ten working days compressed into a period of nine working days, by distributing among these nine days the hours that would normally have been worked on the tenth day. This redistribution of normal working hours allows a staff member, every other week, to take off one day of the normal work week, or every week, to take off one-half day of the normal work week.
- (b) A staff member on a compressed work schedule will be required to work one additional hour for each full day worked, and one additional half-hour for each half-day worked. This additional hour of work is necessary not only to cover the one day off every two weeks (or half-day off every week), but also to compensate for the additional annual leave taken when working on the basis of a 9-hour work day.
2. The date of commencement of each two week period of compressed work should be provided by the staff member and clearly specified in the records maintained by the Administrative Assistant of the concerned Division.
3. If the designated day cannot be taken within the two-week period, the accumulated hours should be taken shortly thereafter.
4. The designated day off may exceptionally be modified to accommodate the needs of the Division.
5. The designated day off is separate from annual leave and cannot be considered to be annual leave.

DAILY AGREED WORK SCHEDULE:

<p><u>Regular work day:</u></p> <p>Morning : from _____ a.m. to _____ p.m.</p> <p>A staff member is required to take a one hour lunch break between the morning and the afternoon. The lunch hour cannot be considered as a working hour for the purpose of this agreement.</p> <p>Afternoon: from _____ p.m. to _____ p.m.</p> <p>Designated (half) day off: _____</p> <p>Total daily working hours: _____</p>

STARTING DATE FOR THIS ARRANGEMENT (first day of the period when the staff member will begin the compressed work schedule):

I understand WTO's policy on COMPRESSED WORK SCHEDULE as specified in OFFICE(05)/10, Administrative Memorandum No. 954. I agree to the duties, responsibilities, obligations and conditions outlined in that document. I understand that staff members have no right or entitlement to flexible working arrangements, therefore, compressed work schedule as a re-arrangement of working hours can be altered or withdrawn by the Director, with reasonable notice.

Signed: _____ Date: _____

(Staff Member)

Signed: _____ Date: _____

(Supervisor)

Signed: _____ Date: _____

(Director)

ANNEX III

AGREEMENT ON REGULAR TELECOMMUTING

Staff member:	Title:
Division / Unit :	Ext.:
Supervisor:	
Division/ Unit	

1. As provided for in paragraph 13 of Administrative Memorandum No. 954, a staff member may be authorized to work from home on either full-time or part-time basis.

2. The agreed arrangement to work from home may require that the staff member have the necessary facilities to receive and transmit his/her work electronically to the Division, including the appropriate connections to the internet
3. A staff member may be required to come to the office at any time during the period of absence and may be required to be reachable by telephone during the core hours.
4. A staff member may be authorized to work from home on a regular basis. Work from home may be alternated with work at WTO headquarters. Regular telecommuting can be arranged either on the basis of:
 - 3 days per week or more at work / the remaining days per week at home; or
 - 7 months or more at work per year / the remaining length of time at home.

WEEKLY AGREED WORK SCHEDULE:

<u>Check Telecommuting Days:</u> M†T†W†T†F†	<u>Present Address:</u>
<u>Phone / Fax # :</u>	<u>E-mail address:</u>
Reachable morning : from _____ a.m. to _____ p.m.	
Reachable afternoon: from _____ p.m. to _____ p.m.	

YEARLY AGREED WORK SCHEDULE (or attached detailed schedule):

<u>Present Address:</u>	
<u>Phone / Fax # :</u>	<u>E-mail address:</u>
Reachable morning : from _____ a.m. to _____ p.m.	
Reachable afternoon: from _____ p.m. to _____ p.m.	

STARTING DATE FOR THIS ARRANGEMENT (first day of the period when staff member will begin telecommuting):

I understand WTO's policy on TELECOMMUTING as specified in OFFICE(05)/10, Administrative Memorandum No. 954. I agree to the duties, responsibilities, obligations and conditions outlined in that document. I understand that staff members have no right or entitlement to telecommuting arrangements, therefore telecommuting can be altered or withdrawn by the Director with reasonable notice.

Signed: _____ Date: _____

(Staff Member)

Signed: _____ Date: _____

(Supervisor)

Signed: _____ Date: _____

(Director)

The Telecommuting Agreement(s) should be completed and signed by the parties of the Division concerned and a copy submitted to the Human Resources Division for record purposes. Any changes or cancellations to the Agreement must be communicated by the Administrative Assistant to the Human Resources Division in order to update the personnel status record.

[1] Staggered working hours Agreement(s) will be maintained by the Administrative Assistant of the Division concerned. The Human Resources Division will provide guidance in the matter, as required.

This Agreement should be completed and signed by the parties of the Division concerned and a copy submitted to the Human Resources Division for record purposes. Any changes or cancellations to the Agreement must be communicated by the Administrative Assistant to the Human Resources Division in order to update the personnel status record.

[2] Compressed work schedule Agreement(s) will be maintained by the Administrative Assistant of the Division concerned. The Human Resources Division will provide guidance in the matter, as required.

This Agreement should be completed and signed by the parties of the Division concerned and a copy submitted to the Human Resources Division for record purposes. Any changes or cancellations to the Agreement must be communicated by the Administrative Assistant to the Human Resources Division in order to update the personnel status record.
