

Global Green Growth Institute

First session of the Council

Second meeting

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Proposed framework for human resources

The Global Green Growth Institute (GGGI) recognizes its success depends on its ability to attract and retain people who are capable and motivated to fulfill the mission and objectives of the GGGI. Further, the GGGI recognizes it is competing in a global pool of skilled professionals, in its headquarters location and its overseas offices. To this end, the GGGI aims to develop its human resources (HR) system to blend the best characteristics of both international organizations and high-performance non-governmental organizations.

To begin this process, the GGGI undertook a benchmarking exercise in 2012 in cooperation with PricewaterhouseCoopers (PwC). As a result of the PwC analysis and advice, it is proposed that GGGI's HR system should be informed by particularly the UN but also the ADB and World Bank systems. However, they should be adapted in certain areas to meet GGGI's unique needs as a new kind of multistakeholder international organization that works at the intersection of research and practice, economy/finance and environment as well as the public and private sectors.

Specifically, this exercise leads to the general recommendation that GGGI adopt most but not all of the United Nations system, as presented in Annex 1 and summarized below:

1. **Staff categories and grades** – The GGGI should have three separate categories for professionals, based on job role: international professional, national professional and general and administrative staff.
2. **Salary level** – The GGGI should adopt the United Nations system's salary scale up to and including the director level. Annual salary adjustments and promotions should be performance-based rather than following an automatic time-based "step" system. The executive compensation framework for the Deputies Director-General and Director-General should be set at a level in between the UN system and that of the Asian Development Bank with the details of implementation to be finalized by the Transitional Subcommittee.
3. **Housing benefits** – The GGGI should plan to adopt a fixed amount or fixed percentage of rent model with a defined ceiling rather than the UN formula which is widely acknowledged as being too administratively complex.

4. **Education benefits** – The GGGI should provide up to 75 per cent of educational costs.
5. **Health insurance** – The GGGI should adopt a third-party administered model, with a contribution scheme breakdown of approximately 60 per cent employer and 40 per cent employee. Vanbreda seems to be a suitable provider and is the preferred provider of the UN, World Bank and Asian Development Bank.
6. **Pension scheme** – The GGGI may wish to consider either joining the United Nations pensions system (UNJSPF) or using a third party administered model, with the GGGI's contribution set at approximately 15 – 16 per cent of the employee's salary.