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**Global Green Growth Institute**  
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Abu Dhabi, 17 January 2013

## **Human Resources Staff Regulations**

Please see attached.



Global  
Green Growth  
Institute

*C/2/7*

## **HUMAN RESOURCES STAFF REGULATIONS**

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## ARTICLE 1 SCOPE AND DEFINITIONS

### Regulation 1.1

#### *Scope*

The Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Secretariat of the Global Green Growth Institute. They represent the broad principles of human resources policy for the staffing and administration of the Secretariat. The Staff Regulations apply to all staff at all levels, including the Director-General.

### Regulation 1.2

#### *Definitions*

For the purpose of the present regulations, the following definitions shall apply:

- (a) “GGGI” means the Global Green Growth Institute;
- (b) “Establishment Agreement” means the Agreement on the Establishment of the Global Green Growth Institute, adopted in Rio de Janeiro, Brazil, on 20 June 2012;
- (c) “Members” means States and regional integration organizations as set out in Article 5 of the Establishment Agreement;
- (d) “Assembly” means the supreme organ of the GGGI, as set out in Article 7 of the Establishment Agreement;
- (e) “Council” means the executive organ of the GGGI, as set out in Article 8 of the Establishment Agreement;
- (f) “Secretariat” means the chief operational organ of the GGGI, as set out in Article 10 of the Establishment Agreement;
- (g) “Director-General” means the head of the Secretariat, as set out in Article 10 of the Establishment Agreement;
- (h) “Staff” means all staff members of the Secretariat who serve under a letter of appointment subject to the present regulations and who have been appointed by the Director-General under Article 10 of the Establishment Agreement;
- (i) “Staff Rules” means the rules issued by the Director-General to implement the Staff Regulations;
- (j) “United Nations common system” means the United Nations common system of salaries, allowances and benefits under the auspices of the International Civil Service Commission.

**ARTICLE 2**  
**DUTIES, OBLIGATIONS, RIGHTS AND PRIVILEGES**

**Regulation 2.1**

*Status of staff*

Staff members are international officials. Their responsibilities as staff members are not national but exclusively international.

*Use of “international officials” for all staff, including those that are recruited locally and/or are nationals or permanent residents of the host country, is consistent with the wording of Article 10.6 of the Establishment Agreement and follows international practice which underlines in that manner that staff members, as international officials, are not answerable to any particular government but to the employer organization alone in the manner in which they perform their duties.*

**Regulation 2.2**

*Responsibilities of the Director-General*

- (a) The Director-General shall ensure that the rights and duties of staff members, as set out in the Establishment Agreement, the Staff Regulations and Rules and relevant decisions of the Assembly and the Council, are respected.
- (b) The Director-General shall seek to ensure that, in accordance with Article 10.7 of the Establishment Agreement, efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of gender equality.

**Regulation 2.3**

*Privileges and immunities*

- (a) Any privileges and immunities enjoyed by the GGGI in respect of its staff members are conferred in the interests of the GGGI, not for the personal benefit of the staff concerned. These privileges and immunities furnish no excuse for failure by staff members to observe the applicable laws and police regulations of the State in which they are located, or for non-performance of their private obligations.

(b) In any case where an issue arises regarding the application of privileges and immunities, the staff member concerned shall immediately report the matter to the Director-General, who shall decide whether there is immunity and, if so, whether it should be waived.

(c) In the case of the Director-General, the Assembly shall have the right to waive immunities.

## **Regulation 2.4**

### ***Core values***

(a) Staff members shall uphold and respect the principles set out in the Establishment Agreement and in the Charter of the United Nations, including faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of men and women. Consequently, staff members shall exhibit respect for all cultures; they shall not engage in harassment or discrimination against any individual or group of individuals and they shall not abuse the power and authority vested in them.

(b) Staff members shall uphold the highest standards of efficiency, competence, merit and integrity. The concept of integrity includes, but is not limited to, probity, impartiality, fairness, honesty and truthfulness in all matters affecting their work and status.

(c) Staff shall conduct themselves at all times in a manner consistent with the GGGI's Code of Conduct which shall be promulgated by the Director-General as an annex to and an integral part of the Staff Rules, in accordance with Regulation 13.3.

## **Regulation 2.5**

### ***General rights and obligations***

(a) Staff members are subject to the authority of, and accountable to, the Director-General, including his or her decisions on assignment to any of the activities or offices of the GGGI. In exercising this authority, the Director-General shall seek to ensure, having regard to the circumstances, that all necessary safety and security arrangements are made for staff carrying out the responsibilities entrusted to them.

(b) In the performance of their duties, staff members shall neither seek nor receive instructions from any Government or from any other source external to the GGGI.

- (c) By accepting appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the GGGI only in view and to advance its objectives as set out in the Establishment Agreement.
- (d) Staff members shall ensure that their personal views and convictions do not adversely affect the discharge of their official duties or the interests of the GGGI. They shall refrain from any action incompatible with their status as staff members of the GGGI or with the integrity, independence and impartiality required by that status.
- (e) Staff members shall not use their office or the knowledge gained from their official functions for private advantage or for the private advantage of any third party.
- (f) Staff members shall exercise the utmost discretion with regard to all matters of official business. They shall not communicate to any Government, entity, person or any other source any information known to them by reason of their official position that they know or ought to have known has not been made public, except as appropriate in the normal course of their duties or by authorization of the Director-General. These obligations do not cease upon separation from service.

## **Regulation 2.6**

### ***Honours, gifts or remuneration***

No staff member shall accept any honour, decoration, remuneration, favour or gift of any monetary value from a Government or a source external to the GGGI unless authorized to do so by the Director-General.

## **Regulation 2.7**

### ***Conflict of interest***

- (a) Staff members shall not be actively associated in their personal capacity, directly or indirectly, with any business or other concern if it were possible for the staff member or the business or other concern to benefit from such association by reason of the staff member's position with the GGGI unless specifically authorized by the Director-General.
- (b) Staff members at the C-5 level and above, as well as any other staff members whose functions could lead to actual or apparent conflict of interest with the GGGI, shall prepare and submit disclosure of interest statements, as prescribed by the Director-General.
- (c) Staff members shall not engage in any outside occupation or employment, whether remunerated or not, without the prior approval of the Director-General.

## **Regulation 2.8**

### *Use of property and assets*

- (a) Staff members shall only use the property and assets of the GGGI for official purposes and shall exercise reasonable care when utilizing such property and assets.
- (b) Staff members must respond fully to requests for information from staff members or other qualified persons authorized by the GGGI to investigate possible misuse of funds, waste or abuse.

## **Regulation 2.9**

### *Performance of staff*

- (a) Supervisors shall be responsible for ensuring that each staff member is fully informed of his or her work requirements and of the related performance indicators, on the basis of which each staff member shall be evaluated.
- (b) The performance of staff members shall be appraised periodically to ensure that the required standards of performance are met.

## **Regulation 2.10**

### *Declaration of office*

- (a) Staff members shall subscribe to the following declaration:

*"I solemnly declare and promise to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international official of the Global Green Growth Institute ("GGGI"), to discharge these functions and regulate my conduct with the interests of the GGGI only in view, and not to seek or accept instructions in regard to the performance of my duties from any Government or other source external to the GGGI."*

- (b) The declaration of office shall be made orally by the Director-General at a session of the Assembly. All staff members of the GGGI shall make the declaration in writing in front of the Director-General or an authorized representative.



**ARTICLE 3  
CLASSIFICATION OF POSTS AND STAFF**

**Regulation 3.1**

*Classification of posts*

The Director-General shall make appropriate provision for the classification of posts and staff in the Executive, Professional and General Service categories according to the nature of the duties and responsibilities required.

**Regulation 3.2**

*Staff categories and grades*

(a) Staff shall be placed, on initial appointment to the GGGI or on subsequent selection for another position, in one of the following categories: (i) Executive, (ii) Professional and (iii) General Service.

(b) Within each category, each staff member shall be placed at a grade and level consistent with his or her qualifications and experience, subject to conditions specified by the Director-General.

*Draft regulation 3.2 provides the foundation required for the salary structure agreed upon for the GGGI.*

**ARTICLE 4  
SALARIES AND RELATED ALLOWANCES**

**Regulation 4.1**

*Salary scales*

(a) The salary scales applicable to the GGGI staff are established as follows:

- i. For staff members in the Executive category: by reference to comparable private and public sector employers, as determined by the Council;

- ii. For staff members in the Professional category: by reference to the salary ranges used by the organizations of the United Nations common system for comparable positions; and
  - iii. For staff members in the General Service category at each duty station: by reference to the local salary survey for that duty station issued by the International Civil Service Commission for the organizations of the United Nations common system.
- (b) The salary scales for staff in the Executive and Professional categories shall be set out in Annex I to the present Regulations.
- (c) The salary scales for staff in the General Service category shall be established and revised from time to time by the Director-General for each duty station, taking into account data provided in the local salary survey issued by the International Civil Service Commission for the duty station concerned.
- (d) For purposes of these Regulations, the salary paid to a staff member pursuant to the present regulation shall be considered as the “base salary” of the staff member concerned.

## **Regulation 4.2**

### ***Allowances payable to expatriate staff***

- (a) For purposes of these Regulations, “expatriate staff” shall refer to staff members who are not serving in the country of their nationality or permanent residence.
- (b) Staff members in the Executive and Professional categories who are expatriate staff shall be granted the following allowances provided they satisfy the conditions established by the Director-General.
1. Housing Allowance
 

A housing allowance shall be payable to reimburse eligible staff members for the costs incurred in renting accommodation at their duty station, up to a maximum amount set by the Director-General for each duty station where the GGGI has established an office. The maximum amount by country and grade shall be determined by the Director-General by reference to the latest housing cost survey for the relevant duty station issued by the International Civil Service Commission.
  2. Education Allowance
    - i. An education allowance shall be payable to reimburse eligible staff members for the payments they make to an educational institution for the education of their

children. The maximum reimbursement may not exceed 75% of the education costs actually incurred. The education allowance shall be payable until the end of the academic year where the child reaches twenty-one (21) years of age.

- ii. A staff member entitled to an education allowance in accordance with subparagraph (b)(i) above shall also be entitled to reimbursement of the costs of one round trip travel in economy class per child and per academic year when the child attends an educational institution in a country other than that of the duty station of the staff member.

### 3. Home Leave Allowance

A home leave allowance shall be payable to eligible staff members to cover the costs of one round trip travel per year in economy class between the duty station and the home country for the staff member and his or her spouse and dependent children.

### 4. Hardship Allowance

A hardship allowance shall be payable to staff members serving in duty stations that have been classified as “B”, “C”, “D” and “E” by the International Civil Service Commission. The allowance shall be calculated by applying to the base salary of the staff member concerned the multiplier indicated below for the various classes of duty stations:

<b>Hardship classification of the duty station</b>	<b>Multiplier</b>
B	5%
C	10%
D	15%
E	20%

### 5. Dispatch Allowance

A dispatch allowance of one month’s base salary shall be payable to staff members who travel to a duty station at the expense of the GGGI on initial appointment or assignment of one year or longer to cover pre-departure and settling in expenses at the new duty station.

### 6. Cost-of-living Allowance

A cost-of-living allowance shall be payable to eligible staff members who are assigned to a duty station away from Headquarters where the cost of living is higher than it is at Headquarters. The amount of the allowance shall be calculated on the basis of the cost of

living survey issued by the International Civil Service Commission for the duty station concerned.

### **Regulation 4.3**

#### ***Tax reimbursement***

- (a) In the event the salaries and emoluments paid by the GGGI to [expatriate] staff members are subject to national income taxation, the Director-General is authorized to refund the amount of those taxes to the staff members concerned, under conditions established by the Director-General to ensure that staff are obligated to minimize their tax liability to the maximum extent allowed under applicable law.
- (b) In support of their claim for tax refund, staff members shall provide accurate copies of the tax returns they filed with the tax authorities and any additional documentation required by the Director-General.
- (c) The Director-General is authorized to conclude bilateral agreements with the Members concerned for the reimbursement of such refunds to the GGGI.

## **ARTICLE 5 APPOINTMENT AND PROMOTION**

### **Regulation 5.1**

#### ***Appointment***

- (a) As provided in Article 10.7 of the Establishment Agreement, the Director-General shall appoint the staff of the Secretariat in accordance with staff regulations approved by the Council.
- (b) Upon appointment, each staff member shall receive a letter of appointment signed by the Director-General or by an authorized official in the name of the Director-General. The required contents of the letter of appointment are set out in Annex II to the present Regulations.

**Regulation 5.2*****Recruitment criteria***

- (a) In accordance with Article 10.7 of the Establishment Agreement, efficiency, competence, merit and integrity shall be the necessary considerations in the recruitment and employment of the staff, taking into account the principle of gender equality.
- (b) Recruitment on as wide a geographical basis as possible shall not apply to staff that are locally recruited for positions in the General Service category.

**Regulation 5.3*****Selection of staff members***

- (a) Selection of staff members shall be made without distinction as to race, sex or religion in a manner that ensures transparency of the process. As far as practicable, selection shall be made on a competitive basis.
- (b) Except where another equally well qualified person cannot be recruited, appointment shall not be granted to a person who bears any of the following relationships to a staff member: father, mother, son, daughter, brother or sister.
- (c) The spouse of a staff member may be appointed provided that the spouse is fully qualified for the position and provided that the spouse is not given any preference for appointment by virtue of the relationship to the staff member.
- (d) The Director-General shall specify in the Staff Rules the restrictions applicable to the placement into the organizational structure of any of the related staff members mentioned in paragraphs (b) and (c) above, and to the process of reaching any administrative decision in respect of such a related staff member in order to ensure that the proper functioning of the Secretariat is not affected and that there is no actual or perceived conflict of interest.
- (e) Posts below the level of C-5, other than those of a short-term nature, which become vacant shall be announced to the staff and externally, and selection for such posts shall be on a competitive basis.

**Regulation 5.4*****Period of appointment and probation***

- (a) Appointments to the positions of Deputy Director-General, Assistant Director-General and Chief Financial Officer shall be for a period of up to three years, renewable at the discretion of the Director-General.
- (b) Other staff members shall be granted either a temporary or a fixed-term appointment. No continuing appointments shall be granted. Fixed-term appointments may be extended at the discretion of the Director-General. The initial period shall normally not exceed two years.
- (c) Staff members shall be required to serve a probationary period, which shall normally not exceed three months. The Director-General may, in the best interest of the GGGI, adjust the length and conditions of the probationary period in individual cases.
- (d) A temporary appointment does not carry any expectancy, legal or otherwise, of renewal
- (e) A fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service or its extension.

**Regulation 5.5*****Medical standards***

The Director-General shall establish appropriate medical standards that staff members shall be required to meet before appointment.

**Regulation 5.6*****Consultants, individual contractors, interns and other personnel***

Consultants, individual contractors, interns and other personnel may be engaged under such terms and conditions as the Director-General may determine as appropriate and shall not be staff members for the purposes of these regulations.

**ARTICLE 6**  
**ATTENDANCE AND LEAVE**

**Regulation 6.1**

*Working hours and attendance*

(a) The Director-General shall establish the normal working hours and the normal working week at each duty station. He or she shall establish official holidays of up to ten days per calendar year at each duty station by reference to the most commonly observed official holidays in the country concerned. Exceptions may be made by the Director-General as the needs of the service may require, and staff members may be requested to work beyond the normal working hours or the normal working week, or on an official holiday, if necessary for the performance of the work of the GGGI.

(b) No salary shall be paid to staff members in respect of periods of unauthorized absence from work unless such absence was due to reasons beyond their control.

**Regulation 6.2**

*Compensatory leave*

Compensatory leave of up to two (2) days per calendar year may be allowed for staff members holding an appointment of one year or longer who are required to work for extended periods beyond the normal working hours and the normal working week.

**Regulation 6.3**

*Annual leave*

Staff members shall be allowed appropriate annual leave up to twenty-five (25) days per years.

**Regulation 6.4**

*Special leave*

Special leave may be authorized by the Director-General in exceptional cases.

## ARTICLE 7 SOCIAL SECURITY

### Regulation 7.1

#### *Pension scheme*

(a) The GGGI shall provide a defined contribution pension plan for the benefit of staff members having received an appointment of one year or longer or having served for a continuous period of one year or longer.

(b) Contributions to the pension scheme shall be made by the GGGI and by the staff member concerned. The GGGI contribution shall amount to 12% of the staff member's base salary. The staff member's contribution shall amount of 6% of his or her base salary.

(c) The primary mechanism for the pension scheme shall be the GGGI Staff Provident Fund. The Management Board of the Staff Provident Fund shall establish and maintain a relationship with a "preferred provider", which may be an established and qualified commercial, financial or providential organization, to host the GGGI Staff Provident Fund.

(d) On separation from the GGGI, a participating staff member shall receive the entire amount standing to his or her credit in the GGGI Staff Provident Fund, after deduction of administrative and management costs.

(d) Staff members shall have the right to opt out of the GGGI Staff Provident Fund by selecting an alternative pension or provident fund mechanism to which contributions from the GGGI and the staff member concerned shall be paid. In such a case, the staff member concerned shall have the onus and responsibility for the selection of an alternative mechanism. Any amounts or benefits received by a staff member having opted for a mechanism other than the GGGI Staff Provident Fund shall be governed by the regulations and rules of the mechanism selected by the staff member, who shall have no claim against the GGGI in the event the amounts or benefits received are less than he or she would have received from the GGGI Staff Provident Fund.

### Regulation 7.2

#### *Social security scheme*

The Director-General shall establish a cost-effective and administratively efficient scheme of social security for the staff, including provisions for health protection, sick leave, maternity and paternity leave, and reasonable compensation in the event of illness, accident or death



attributable to the performance of official duties on behalf of the GGGI, under terms and conditions specified by the Director-General in the Staff Rules.

**ARTICLE 8  
TRAVEL AND REMOVAL EXPENSES**

**Regulation 8.1**

Staff members shall be paid travel and removal expenses, under terms and conditions specified by the Director-General in the Staff Rules.

**ARTICLE 9  
STAFF RELATIONS**

**Regulation 9.1**

The Director-General shall establish and maintain continuous contact and communication with the staff in order to ensure the effective participation of the staff in identifying, examining and resolving issues relating to human resources policies, conditions of work and staff welfare.

To this end, Director-General shall explore establishment of an external ombudsman.

**ARTICLE 10  
SEPARATION FROM SERVICE**

**Regulation 10.1**

***Resignation***

Staff members may resign from service upon giving the Director-General the notice required under the terms of their appointment. The Director-General and the staff member concerned may agree on a shorter or a longer notice period.

**Regulation 10.2*****Termination of appointment by the Director-General***

(a) The Director-General may terminate the appointment of a staff member who holds a temporary or a fixed-term appointment prior to the expiration date of the appointment in accordance with the terms of such appointment or for any of the following reasons:

- i. if the necessities of service require abolition of the post or reduction of the staff;
- ii. if the services of the staff member prove unsatisfactory;
- iii. if the staff member is, for reasons of health, incapacitated for further service;
- iv. if the conduct of the staff member indicates that the staff member does not meet the highest standards of integrity required by regulation 2.4;
- v. if facts anterior to the appointment of the staff member and relevant to his or her suitability come to light that, if they had been known at the time of his or her appointment, would have precluded his or her appointment;
- vi. in the interest of the good administration of the GGGI, provided that the action is not contested by the staff member concerned.

(b) The Director-General shall give reasons for the termination of the appointment of a staff member.

(c) If the Director-General terminates an appointment, the staff member shall be given such notice and such indemnity payment as may be applicable under the GGGI Staff Regulations and Rules. Payment of termination indemnity shall be made by the Director-General in accordance with the rates and conditions specified in Annex III to these regulations.

**ARTICLE 11**  
**DISCIPLINARY MEASURES**

**Regulation 11.1**

(a) The Director-General may impose disciplinary measures on staff members who engage in misconduct.

(b) The Director-General may summarily dismiss a staff member for serious misconduct.

**Regulation 11.2**

The Director-General shall establish administrative machinery with Management Committee participation to advise him or her in disciplinary cases.

**ARTICLE 12  
ADMINISTRATION OF JUSTICE**

**Regulation 12.1**

Staff members have the right to appeal against administrative decisions affecting them directly. The appeal must be based on an alleged non-observance of their terms of appointment, including pertinent Staff Regulations and Rules.

**Regulation 12.2**

The Director-General shall establish machinery with staff participation to advise him or her on appeals submitted by staff members against administrative decisions affecting them directly.

**Regulation 12.3**

The Director-General shall make arrangements for staff members dissatisfied with the outcome of the internal appeal process under regulations 12.1 and 12.2, to have access to an independent arbitral mechanism if they wish to present a recourse against the validity of the final decision taken by the Director-General.

**ARTICLE 13  
GENERAL PROVISIONS**

**Regulation 13.1**

*Amendments*

The present regulations may be amended by the Council, without prejudice to the acquired rights of staff members.

**Regulation 13.2**

***Staff Rules***

The Director-General shall provide and enforce such Staff Rules as he or she considers necessary in order to implement these regulations.

**Regulation 13.3**

***Entry into force of new and amended Staff Rules***

(a) New and/or amended Staff Rules shall be provisional until the requirements of the present regulation have been met. Provisional Staff Rules or amendments do not give rise to acquired rights for staff members.

(b) The Director-General shall report to the Council the full text of provisional new and/or amended Staff Rules. Should the Council find that a provisional rule or amendment is inconsistent with the intent and purpose of the Staff Regulations, it may direct that the rule or amendment be withdrawn or modified.

(c) The provisional rules and amendments reported by the Director-General, taking into account such modifications and/or deletions as may be directed by the Council, shall enter into full force and effect no later than thirty days after the end of the Council meeting having considered the provisional rules or amendments, unless the Council decides on a different date.

## Annex I to the Staff Regulations

### Salary Scales for staff in the Executive and Professional categories, expressed in United States dollars

#### Executives

Grade and title	Base salary
Director-General	Up to \$275,000 + up to 10% bonus
Deputy Director-General	Up to \$212,000 + up to 10% bonus
Assistant Director-General	Up to \$202,000 + up to 10% bonus
Chief Financial Officer	Up to \$192,000 + up to 10% bonus

#### Professionals

Grade	Work experience [Guideline]	Title	Base salary (Minimum & maximum)
C-5	15-17 years	Director	157,877 – 185,603
C-4	13-15 years	Deputy Director Senior Fellow	132,000 – 157,877
C-3	7-12 years	Senior Program Manager Senior Fellow	111,684 – 144,725
C-2	3-6 years	Program Manager	61,569 – 123,460
C-1	0-2 years	Program Officer	[General Services Pay Scale]

*For the Director-General, the Council will determine the amount of the base salary and decide on whether a bonus should be paid in light of performance results and, if so, the amount of the bonus.*

*For the other members of the Executive category, the Director-General will determine the amount of the base salary and decide on whether a bonus should be paid in light of performance results and, if so, the amount of the bonus.*

## **Annex II to the Staff Regulations**

### ***Letters of appointment***

(a) The letter of appointment shall state:

- i. that the appointment is subject to the provisions of the Staff Regulations, the Staff Rules including the Code of Conduct applicable to the category of appointment in question and to changes which may be duly made in such regulations and rules from time to time;
- ii. the nature of the appointment;
- iii. the date at which the staff member is required to enter upon his or her duties;
- iv. the period of appointment, the notice required to terminate it and the period of probation, if any;
- v. the category, level, commencing rate of salary and information on the scale of increments, if applicable;
- vi. any special conditions which may be applicable;
- vii. [for temporary appointments:] that a temporary appointment does not carry any expectancy, legal or otherwise, of renewal. A temporary appointment shall not be converted to any other type of appointment;
- viii. [for fixed-term appointments:] that a fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service or its extension.

(b) A copy of the Staff Regulations and of the Staff Rules including the Code of Conduct shall be transmitted to the staff member with the letter of appointment. In accepting appointment the staff member shall state that he or she has been acquainted with and accepts the conditions laid down in the Staff Regulations and in the Staff Rules, including the Code of Conduct.

(c) The letter of appointment shall require the staff member to affirm that he or she has read the Code of Conduct and understands that its provisions constitute fundamental conditions of employment with the GGGI.

## Annex III to the Staff Regulations

### *Termination indemnity*

Staff members whose appointments are terminated shall be paid an indemnity in accordance with the following provisions:

(a) Except as provided in paragraphs (b) and (c) below, the termination indemnity shall be paid in accordance with the following schedule:

Completed years of service	Temporary appointments exceeding six months	Fixed-term appointments
Less than 1	One week's base salary for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay	One week's base salary for each month of uncompleted service subject to a minimum of six weeks' and a maximum of three months' indemnity pay
1		
2		
3		
4		
5	Not applicable	
6		3 months' base salary after 6 completed years of service
7 years and longer		5 months' base salary after at least 7 completed years of service

(b) A staff member whose appointment is terminated for unsatisfactory service or who for disciplinary reasons is separated from service for misconduct other than by dismissal may be paid, at the discretion of the Director-General, an indemnity not exceeding one half of the indemnity provided under paragraph (a) of the present annex;

(c) No indemnity payments shall be made to:

- i. A staff member who resigns, except where termination notice has been given and the termination date agreed upon;
- ii. A staff member whose appointment is not confirmed at the end of the probationary period;
- iii. A staff member who has a temporary or a fixed-term appointment that is completed on the expiration date specified in the letter of appointment;
- iv. A staff member who is dismissed;
- v. A staff member who abandons his or her post.