
Global Green Growth Institute

Eighth Session of the Council and Fourth Session of the Assembly (Joint Session)

18-19 November 2015, Seoul

**Grade Re-alignment at Global Green Growth Institute
Information paper****Background**

1. At the Fourth Session of the Council on 5-6 December 2013, GGGI had presented the room paper for the Unified grade structure (Annex 1) that was endorsed by the Council for implementation.
2. Further to that GGGI has initiated a **Grade Re-alignment Project** earlier this year to implement a unified grade structure reflective of its status as an international organization, and to harmonize and rationalize the grading patterns applied thus far. **Phase 1** of the project focusses on the definition of the unified grade framework and individual alignment and **Phase 2** focusses on the salary scale alignment to newly defined grades.

Proposed Design

3. GGGI will replace the current structure (Annex 2), established in 2013, which was designed around three categories: Executive, Professional and General Service.
4. The proposed unified structure (Annex 3) aligns with the grade definitions established by the International Civil Services commission as referred in GGGI Staff Rule 3.1 (Annex 4).
5. Phase 1 is envisaged as a three step process:
 - Step 1- Developing the new grade structure framework with detailed definitions;
 - Step 2 - Defining the GGGI organization structure in the context of new grade framework; and
 - Step 3 – Aligning staff in the new grades in the organization structure.
6. The GGGI has procured an expert with knowledge of UN classification system to design the framework.

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7. Each grade in the framework will be defined based on the following three factors,
 - Purpose – focusing on the substantive role of the job;
 - Engagement – focusing on the communication aspects of work both internally and externally;
 - Delivery – focusing on the processes and business cycles which need to be successfully managed to meet the service/program objectives.
8. Annex 5 provides generic descriptions of the above factors for the proposed grades
9. Job families will be developed for the work of two core GGGI business groups:
 - Field Program Management; and
 - Knowledge Services - Technical and Financial
10. For Management and Administration, and other corporate functions, such as but not limited to Finance, Human Resources, Legal, Procurement, IT, Communication, Strategy development, and External relations is proposed to adapt the existing job family illustrations in the UN system.
11. Job titling will be standardized for each grade.

Implementation process

12. Director General and the management team approved the proposed grade structure and the 3 step process.
13. Staff are engaged through extensive focus group discussions, information sharing sessions, and Staff Council meetings before the start of the project, and at key milestones of the project going forward.
14. In early November, Division and Department heads will be trained on the proposed framework, and draft job descriptors for the key positions in their respective Divisions and Departments.
15. Transition principles to map staff to the newly defined position is under preparation for MT review and discussion.
16. Phase 1 of the project is expected to complete by first quarter of 2016.

Phase 2: Revised salary scales

17. The details of salary scale alignment to the new grade structure will be planned and implemented by mid-2016, following the due process

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Global Green Growth Institute
Fourth session of the Council
Songdo, 5-6 December 2013

Information paper: Human Resources issues relating to the current system of Staff Categories

I. Background

1. Currently, GGGI staff are appointed to one of three separate categories: Executive, Professional (“C” staff) and General/Junior Program Professionals (“G” staff). They are paid on the basis of salary scales specific to each category. This is done in accordance with the Staff Regulations approved by the Council after adoption of the HR Framework as revised by the Transitional Sub-Committee in November 2012 and subsequently approved by the Council.
2. As a result, there is one salary scale for all “C” staff, whether internationally or locally recruited, where salary ranges for each level are established by using as a base the remuneration in the UN system for comparable international positions. By contrast, “G” staff are recruited locally, and are remunerated by reference to the country-specific local salary scales based on local salary surveys conducted for the organizations of the UN system. The rationale for such differentiation relates to the nature of the position and is determined through the classification of either generic or individual posts.

II. Difficulties experienced with the implementation of the current system

3. During the transition from K-GGGI to IO-GGGI, a number of staff members locally recruited in Seoul questioned their appointment in the “G” category which, they felt, had a lower status than the “C” category. A level of unease remains, due in part to placement in separate categories which is seen as creating separate classes of staff. This approach, which unintentionally focuses staff attention on status, is also detrimental to the organization itself as it makes it difficult to reach the degree of cohesion necessary among all staff for them to work together towards the achievement of the objectives of the GGGI. In light of the lack of suitable privilege and immunities, staff at “C” level are eligible for tax reimbursement, which has significant cost implications for GGGI.
4. A related problem is developing in field locations where GGGI is starting to operate, because local candidates who would be well qualified to perform the professional functions required in a country office are reluctant to be recruited as local staff in the “G” category, as it is perceived similarly to the UN “General Staff” category, and it would jeopardize their professional standing and future career. Such candidates would only accept a position at the professional level in the “C” category, which would force GGGI to pay a salary usually much higher than local salaries for similar functions.

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III. Possible remedies

5. Any remedy will require exceptionally close consultation with staff. This process has already begun but will be guided by any responses from the Council. The potential savings of a new arrangement require expeditious attention to the issue.

Early thinking about potential remedies includes:

A. A unified grade structure

6. A number of international organizations, such as the World Bank and the Asian Development Bank, and several separately administered UN Funds and Programs, such as UNDP and UNOPS, have been faced with a similar negative impact on staff morale by the use of the traditional approach of separate categories of staff. These organizations have switched to a unified grade structure, from level 1 for the simplest tasks to level 10 or higher for the most senior positions. Executive heads of organizations are not part of the structure because their appointment and conditions of service are typically decided on in each individual case by the relevant governing bodies.

B. Determination of remuneration for professional services limited to one country to be made in light of local labor market

7. In November 2012, the Transitional Sub-Committee requested that the Secretariat present an updated HR Framework with “a single category of professional employees,” rather than the two categories (International and National) envisaged in the initial proposal.¹ While the intent of such decision was well understood and clear, focused on not creating an artificial separation between national and international staff, this decision, subsequently reflected in the Staff Regulations approved by the Council, has made it difficult to recruit locally-based candidates qualified to perform professional functions in-country at a market-salary reflecting the local labor market for similar jobs. Typically, in countries where GGGI operates, there are available highly qualified persons who can be recruited below the international “C” level.
8. Many international organizations have conditions of service different for “international” and “national” staff, using different approaches:
 - Salary amounts for each level are determined on a country-by-country basis, on the basis of a market survey which may be conducted by the employer organization, or by a company specializing in obtaining relevant data. The country-specific salaries are then augmented for expatriate staff performing functions, at set levels, with benefits (housing, child education, hardship etc.). In these cases, the national and international staff have the same base salary, but expatriates receive additional benefits.

¹ Transitional Sub-Committee Meeting, Seoul, 20 November 2012, Chairman’s Summary, paragraph 4.

- Salary levels are determined separately for national and international staff, through salary comparison systems either by location or with other international organizations respectively. International staff receive the same base salary but where they are assigned to specific locations, they are provided different levels of benefits. National staff are generally not paid expatriate benefits unless they are assigned out of their home location.
- In the UN system, salary amounts for each level are fixed system-wide for staff serving in professional or managerial positions. In addition, a post adjustment determined by the ICSC for each duty station is paid to staff in professional or managerial positions to ensure comparable remuneration levels for staff concerned, regardless of the duty station. However, staff performing professional services that are focused on and limited to a particular country are remunerated on a separate scale for National Officers, which is established by reference to the local labor market. National Officers do not receive post adjustment or expatriate benefits, and their appointment is limited to service in the country concerned.

C. Options for consideration and justification

9. A possible unified structure, using the existing grades in GGGI, could be as shown below:

Level	Nature of functions	Comment
10	Executive Group, DDG, ADG CFO– as determined by the Council	The levels will be determined in comparison to other IOs
9	Most senior managerial positions with responsibility for multiple teams and budgets.	Currently C5 managerial
8	Senior managerial responsibility for several or larger teams and resource management. Expert technical advisors, normally for organizational wide activities.	Currently C4 – in future extend more high level technical advisory roles
7	Managerial and supervisory responsibilities for single and specific unit activities. Senior level technical staff activities.	Currently C3 – extend further to the development of a group of high level technical experts
6	Experienced technical professional staff, possibly with some limited supervisory experience. Works independently	Currently C2. The person would prepare and implement projects independently
5	Technical professional with some supervisory experience. Provides advice and works within a pre-determined framework. May be internationally or local national level for in-country operations.	Currently C1/G3. This level would be common to the international and national recruitment
4	Independent functionary, normally for specialized tasks such as analysis for team or wider usage. May be internationally or local national level for in-country operations.	As 5 Above.
3	Provides independent support and advisory functions within a team. Able to submit independent analytical reports and/or supervise the work of a small team.	Currently G3/G2

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[Previously tabled as C/4 Room Paper 2]

2	Provides support to the teams for specific work output. Able to prepare and undertake work with limited supervision.	Currently G2
1	Provides support within one team.	Currently G1

10. Such a structure would allow increased flexibility in the recruitment of senior experts; alignment of salaries with the local market in regards to the recruitment of senior local staff; and the retention of staff by ensuring various tracks for sustaining motivation.
11. For GGGI to use a unified grade structure, implementation could be done in a number of ways, essentially reflecting the alternatives in A and B above.

IV. Conclusion

12. The Secretariat requests the Council to consider and to offer any immediate comment on the need for change to the current arrangements and if a change is endorsed, whether either of the alternatives canvassed in this paper is preferred for further elaboration and discussion with staff.
13. Based on the views expressed by the Council, the Secretariat will prepare a detailed proposal, taking advantage of the commencement of a new compensation and benefits expert in early 2014. Information concerning possible amendments to the Staff Regulations will be presented at the same time.

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Annex 2. Current GGGI Grade Structure

A. Executives Grade

Director-General

Deputy Director-General

Assistant Director-General

B. Professional Grade

Grade	Work Experience	Title
C5	15 - 17	Director
C4	13 – 15	Deputy Director
C3	7 - 12	Senior Program Manager
C2	3 - 6	Program Manager
C1		

C. General Services Grade

Grade	Work Experience	Title
G3	10	Senior Officer
G2	3 - 7	Program Officer
G1	1 - 3	Program Assistant

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Annex 3. Proposed Unified Grade Structure with Indicative Titles

GGGI Grade	Indicative Title (this will be developed further)	UN Grade
X1	Messenger	G1
X2	Driver	G2
X3	Senior Driver	G3
X4	Assistant	G4
X5	Senior Assistant	G5
X6	Associate	G6
X7	Senior Associate	G7
X8	Analyst	NOA P1
X9	Senior Analysts/Specialists	NOB P2
X10	Senior Specialists/ Lead	NOC P3
X11	Experts/ Manager	NOD P4
X12	Function Chief, Deputy Director, Practice Leader, Advisor	P5
X13	Director	DI
Exec	Executive Group- ADG/DDG/DG	

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Annex 4. Excerpt from Staff Regulations and Rules

STAFF REGULATIONS **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.

Staff Rules

Chapter 3. Classification of posts and staff

Rule 3.1 Classification standards

3.1.1 The Director-General shall apply classification standards generally based on the standards established by the International Civil Service Commission.

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Annex 5. Generic descriptions for the proposed unified Grade Structure

	X-1	X-2	X-3	X-4	X-5	X-6	X-7
Purpose	Provide Physical Support <ul style="list-style-type: none"> Execute activities requiring manual dexterity and effort. 	Provide Mechanical Support <ul style="list-style-type: none"> Deliver services requiring the operation of mechanical equipment. 	Provide General Support <ul style="list-style-type: none"> Execute repetitive sequential activities required in the provision of general office support focused on information services and/or file maintenance. 	Process Basic Transactions <ul style="list-style-type: none"> Execute sequential transactions requiring basic understanding of subject-specific rules and procedures. 	Execute Intricate Transactions <ul style="list-style-type: none"> Execute multi-step transactions requiring refined understanding of subject applied in a specialized area of service. 	Ensure Process Integrity <ul style="list-style-type: none"> Ensure consistent quality across a range of deliverables encompassing multiple processes; Execute intricate multi-step processes with difficult issues related to context and/or scope. 	Manage Integrated Processes <ul style="list-style-type: none"> Oversees and integrates related transaction services in an effective service platform.
Engagement	Aware <ul style="list-style-type: none"> Act on instructions displaying awareness of work relative to the work of others in the unit/office. 	Aware <ul style="list-style-type: none"> Respond to client schedules and situation-specific elements that may affect service delivery. 	Exchange <ul style="list-style-type: none"> Access and communicate basic information to clients in a timely and consistent manner. 	Inform <ul style="list-style-type: none"> Provide complete information and explain process delivery requirements to clients. 	Inform <ul style="list-style-type: none"> Provide information and explain process transaction requirements to clients; Resolve issues of data clarity within non-standard and/or potentially contentious situations. 	Advise <ul style="list-style-type: none"> Identify issues and other operational factors which impact consistent delivery of transactions; Advise on possible remedial approaches to sustain and advance quality. 	Align <ul style="list-style-type: none"> Identify issues impacting consistent service delivery, recommend remedial solutions; Anticipates client requirements and ensures alignment of services to meet client needs.
Delivery	Consistent Repetition <ul style="list-style-type: none"> Replicate activities with high degree of consistency appropriate to context. 	Consistent Repetition <ul style="list-style-type: none"> Replicate activities with high degree of consistency mindful of context, situation, and risk. 	Present <ul style="list-style-type: none"> Maintain a reliable presence and attention ensuring readiness and availability to deliver service. 	Organize Basic Information <ul style="list-style-type: none"> Organize and filter information consistent with subject and delivery standards to ensure accuracy and applicability. 	Prioritize and Select <ul style="list-style-type: none"> Identify priorities and sequence work to achieve consistent and timely delivery; Assess transaction delivery demands and address non-standard delivery requirements. 	Sustain Standards <ul style="list-style-type: none"> Deliverables reflect consistent quality which sustain the value of products/services and GGGI's standards of quality and service. 	Sustain Service <ul style="list-style-type: none"> Deliverables are the consistent provision of quality service sustained through different operational and environmental conditions/demands.

	X-8	X-9	X-10	X-11	X-12	X-13	Executive
Purpose	Apply Basic Concepts <ul style="list-style-type: none"> Apply subject specialized conceptual knowledge under close supervision in support of project development/delivery. 	Analyze <ul style="list-style-type: none"> Apply conceptual models/policy frameworks to the development/assessment of new project, policies or services. 	Adapt <ul style="list-style-type: none"> Adapts programs/policies to deliver a portfolio of projects/services; Captures specific features/aspects of the client needs or operational environment to ensure optimal project design/delivery. 	Innovate <ul style="list-style-type: none"> Originate new policies or programs in a specific subject area; Expand materially the range of services or programs delivered. 	Integrate / Transform <ul style="list-style-type: none"> Integrate diverse specializations or projects into a coherent program or department; Motivate a team to excel in individual specializations while ensuring coherence; Authoritative advice combines operational and political perspectives and projects organizational strategy; Recognized subject matter mastery models organizational reputation for thought leadership in the area of green growth and attracts potential partners to the program. 	Advance <ul style="list-style-type: none"> Advances the division's programs into new business opportunities; Provides world renowned expertise which creates global recognition of the organization as an authority in the subject of green growth. 	Lead <ul style="list-style-type: none"> Define GGGI's vision and shape its role in catalyzing the transformation of GGGI Member countries toward the green growth model of development that brings together poverty reduction, social inclusion, environmental sustainability and economic growth; Perform the primary executive function and assume overall accountability to its staff, member countries, and partners for GGGI's success.
Engagement	Acquire <ul style="list-style-type: none"> Acquire/research information supporting quality project design/implementation enriching GGGI's knowledge platform and knowledge products; Build own understanding of GGGI project development methodology to support wider range of contribution. 	Collaborate <ul style="list-style-type: none"> Provide substantive input to program development and assessment of program quality; Interact with clients/partners to facilitate assessment of needs and the provision of services which meet expectations. 	Persuade <ul style="list-style-type: none"> Secure collaboration/ agreement from colleagues/partners reflecting empathy of perspectives and identifying recognition of mutual/complimentary interests. 	Advocate <ul style="list-style-type: none"> Convince partners, Member Country representatives, and collaborators to adopt a position, policy or approach which is potentially controversial or contentious. 	Empower / Compel <ul style="list-style-type: none"> Nurture collaboration between diverse professions creating a dynamic environment that stimulates peer learning; Resolves conflicts, makes difficult people choices and optimizes individual and team capacities; Extend reach of program and organization through new partnerships; Showcase strategy/program value into concise practical messages that influence decision makers. 	Position <ul style="list-style-type: none"> Rapidly adapts team capacity to new partners and areas of work; Extends reach of organization into new fields, widening its value-added reputation; Creates new awareness within organization of opportunities and among partners for services that positions the organization to lead. 	Inspire <ul style="list-style-type: none"> Inspire the organization to take on new challenges and project GGGI's work and expertise in order to broaden its partnerships with current and potential Member Countries; Model GGGI's unique approach to green growth that is to become a trusted advisor and partner to its Member Countries' development agenda;
Delivery	Understand Project/Business Cycle <ul style="list-style-type: none"> Analytical work is organized to ensure that deliverables are provided in a timely manner to support subsequent work and consistent with corporate/business standards and the work plan. 	Manage the Project Cycle <ul style="list-style-type: none"> Analytical work is effectively organized and delivered within established procedures and resources; well integrated with the related work of colleagues and within the anticipated expectations of clients. 	Adapt the Project Cycle <ul style="list-style-type: none"> Organize work outputs to support optimal delivery through adapting procedures; Anticipate/plan for operational dimensions including unique resource requirements that may affect quality project/service delivery. 	Define Project Cycle <ul style="list-style-type: none"> Identifying steps in project development/execution; Planning resources and timeframes with anticipation of substantive, environmental and political dimension to project management; Aligning project development/delivery with organizational policies and partner/Member Country needs/expectations. 	Define Program Cycle <ul style="list-style-type: none"> Sets strategic goals and effectively manages program delivery, accepting responsibility for outcomes. Identifies new business line, develops team capacity to deliver and promotes business development. 	Corporate planning <ul style="list-style-type: none"> Make corporate decisions involving major programs including extensive commitments of organizational resources and institutional capacity, and relating to major partners and with Member Countries; Actions model organizational values and behaviors which enhance the reputation of the organization; Holds self and managers accountable for team results; Provides world renowned expertise with global or regional impact; Expertise positions the organization as a significant actor and shaper in the international dialogue about green growth. 	Vision <ul style="list-style-type: none"> Articulate the organization vision; Model organization standards; Ensure GGGI's vision remains relevant in the evolving world of global development and its work is known as the preferred option to Member Countries and partner organizations.