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**Global Green Growth Institute**

The Council

Written Procedure

November 25, 2019

**Decision on Creating Salary Scales for Nationally Recruited Staff Positions  
X8-X11 in the Republic of Korea Duty Station**

The Council,

*Recalling* Article 10.7 of the Agreement on the Establishment of the Global Green Growth Institute, providing that the Director-General shall appoint the staff of the Secretariat in accordance with Staff Regulations approved by the Council;

*Taking note* of Annex 1 of the Staff Regulations providing the list of grade and salary scales for international positions and national positions locally applicable in 26 countries, effective on January 1, 2017;

*Taking note* of GGGI Staff Rule 3.2(4) which provides that “The National category shall comprise National Positions from grades X1 to X11”, and that in the Republic of Korea, the national grades X8, X9, X10, and X11 are currently absent from GGGI salary scale; and

*Taking in account* that a comprehensive salary benchmarking exercise aiming to establish such grades has recently been completed and approved by GGGI Director-General as provided in the Explanatory Note;

*Approves* the proposed changes to Annex 1 of the Staff Regulations, concerning the establishment of Nationally Recruited Staff positions X8-X11 in the Republic of Korea Duty Station; and

*Approves* the salary scales allocated to Nationally Recruited Staff positions X8-X11 in the Republic of Korea Duty Station as provided in the Explanatory Note.

**EXPLANATORY NOTE**

**Background**

1. GGGI currently has two categories of staff; namely internationally recruited and nationally recruited. International positions are recruited competitively on the international market and candidates are required to have international experience and be willing to rotate and be located in different GGGI duty stations during their time with GGGI. Nationally recruited positions are, on the other hand, recruited in country from the local market and staff are not required to have either international experience or to move duty station.
2. GGGI currently has National X1-X11 categories in all duty stations except for the Republic of Korea where it has National X1-X7 categories. It is now proposed to create Nationally Recruited Positions X8-X11 in the Republic of Korea duty station to bring Korea into line with other GGGI country stations.
3. Management consider that the creation of Nationally Recruited Positions X8-X11 in the Republic of Korea duty station will facilitate the career advancement of Nationally Recruited staff who do not have international experience and/or whose job role can be recruited in the local market. It does this by providing a pathway into more senior X8-X11 nationally recruited positions.
4. GGGI salary scales are approved by the GGGI Council who are now being asked to approve the creation of Nationally Recruited X8-X11 National Scales in the Republic of Korea duty station.

**Process**

5. At the request of Management, Human Resources conducted a salary benchmark study in the Republic of Korea with the aim to establish X8, X9, X10, and X11 national grade scales in the Republic of Korea duty station.
6. Following a competitive procurement process, Willis Towers Watson (WTW) was selected to conduct the study and benchmark GGGI grade scales to the corresponding career levels in the market and their compensation level.
7. Willis Towers Watson (WTW) is a leading international practice providing compensation and benefits benchmark services across 140 countries and has a well-established presence and market insight in the Republic of Korea.

**Market Data**

8. Market sample - Data was drawn from the surveys of 144 Korean based companies covering a total of 2466 incumbents. All were nationally recruited positions. The breakdown is provided below.

#	X11	X10	X9	X8	X7
<b>Organizations</b>	38*/144	82/144	108/144	63/144	97/144

<b>Incumbents</b>	137	369	776	629	555
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\*number of companies employing incumbents at the corresponding grade level

9. Compensation components and segments - The WTW report provided market data at the 25th, 50th and 75th percentile using four different potential compensation components. These are outlined below

Annual Base Salary (ABS)	12-Month Base Salary + Fixed/Guaranteed Bonus
Total Guaranteed Compensation (TGC)	ABS + Fixed Cash Allowances
Target Total Cash Compensation (TTC)	TGC + Target Variable Bonuses and Target Commission/Incentives
Actual Total Cash Compensation (ATC)	TGC + Actual Variable Bonuses and Actual Commission/Incentives

10. WTW noted that GGGI does not offer either a fixed cash allowance or a variable bonus or targeted commission as some Korean companies do. However, GGGI has a significant advantage in the amount of pension contribution and number of annual leave days offered. For these reasons using the Annual Base Salary (ABS) scale is considered the more appropriate scale to use as a benchmark.
11. WTW also noted, that in general, companies benchmark with the median of the market (i.e. 50th percentile). For this reason, GGGI is benchmarking against the 50% quartile.

**Proposed Salary Scale**

12. The recommended salary scale below is benchmarked with the Annual Base Salary at the median or 50% quartile of the market.
13. It is important to note that the recommended scale is the same as the current international salary scale for X8INT-X11INT, i.e. staff members in the nationally recruited scales X8-X11 in the Republic of Korea duty station will have the same salaries for positions of equal grades as staff members in the internationally recruited scales (but will not have access to expatriate benefits) .

Grade	Recommended scale	
	Min	Max
X11KR	106,000.00	154,000.00
X10KR	87,000.00	126,000.00
X9KR	72,000.00	104,000.00
X8KR	60,000.00	87,000.00

**Effective Date**

14. The proposed scale will be effective as of the approval date of the Council.