
Global Green Growth Institute

Third session of the Council

Songdo, 8-9 June 2013

Progress report on Human Resources

Note from the Secretariat

1. The purpose of this note is to present to the Council an update on developments related to Human Resources since the second session of the Council in January 2013.
2. Part I of this note reports on developments leading to the finalization of the Staff Regulations. Part II summarizes the alignment process that has been conducted to allow for an orderly transition of staff from employment under contracts issued by the GGGI as an NGO established under Korean law to appointments issued by the GGGI as an international organization. Part III provides an update on the development of the Staff Rules.

Part I. Staff Regulations

3. At its second session, the Council adopted decision C/2/DC/4, where it endorsed the Staff Regulations and authorized the Transitional Sub-Committee to approve the regulations as revised according to the guidance provided by the Council, requesting that the final version of the Staff Regulations be reported to the Council at its next session. The final version of the Staff Regulations is set out in the annex to this document.
4. The decision also authorized the Secretariat to implement the Human Resources framework and the Staff Regulations, in consultation as necessary with the Transitional or Facilitative Sub-Committee.

Part II. The alignment process

5. After the Staff Regulations had been finalized, the general expectation in the Secretariat was that the grade structure and related salary scales would be implemented. At a general staff meeting held on 22 February 2013, the participants were informed that the target date for implementing the new compensation framework approved by the Council in the Staff Regulations was April 2013. This objective was achieved.
6. Implementation of the new grade structure required that staff members moved from their prior contract with the K-GGGI to a new regime where they would be appointed under the Staff Regulations and would be placed at an appropriate level in the grade structure approved by the Council which, consistent with the Human Resources framework previously

approved, established 3 separate categories for staff members as set out in staff regulation 3.2, namely, Executive, Professional, and General Service.

7. There was no difficulty in identifying the positions to be classified in the Executive category since they were listed in the relevant salary scale approved by the Council. Concerns arose, however, regarding several aspects of the placement of staff in the Professional (C) or in the General Service (G) categories.

A. Distinction between Professional (C) and General Service (G) categories

8. The distinction between the Professional and the General Service categories is one of the core features of the Human Resources system used by many international organizations, especially those of the United Nations common system where the classification system is governed by principles developed by the International Civil Service Commission ("ICSC"). The GGGI Staff Regulations make it clear that the remuneration payable to staff in the "C" and "G" categories was to be broadly in line with those established by the ICSC, which are different in amount and methodology for the two categories of staff.
9. When deciding whether a GGGI position was to be placed in the "C" or the "G" category, special importance was given to two key factors:
 - a. First, whether the position requires mastery in a field directly related to the mission of the GGGI and delivery of its work program, whether related to the substance or to actual management of the organization. If so, the position was normally classified in the "C" category, as opposed to the "G" category which comprises largely support-oriented functions;
 - b. Second, whether the position requires the skills or experience of an international professional ("C" category), as opposed to a local professional ("G" category). In other words, would the position normally be one that would be filled through international or local competition? Positions in a Professional category are typically international and require staff members to be able to be geographically mobile and to serve not only outside their country of origin, but also in any location where the functions need to be performed. By contrast, positions in the G category, barring unusual exceptions, do not carry an expectation of geographical mobility.
10. It was explained to the staff concerned that, while the "G" category generally envisions a support function, this is not limited to functions that are purely administrative or clerical. Support functions also include tasks and responsibilities of a substantive nature, all of which being an integral part of the overall delivery of the components of the GGGI's program of work.
11. When implementing the distinction between the two categories, the first step was to prepare job profiles for a range of positions in the occupational groups required for the performance of the GGGI's program of work, specifying whether the positions were to be classified in the "C" or the "G" categories, and the requirements for placement at specific levels within that

category. This was done with the assistance of experts familiar with the ICSC classification system.

12. The factors that determined the specific grade for each individual, for instance, C-3 as opposed to C-2, or G-2 as opposed to G-1, were compliance with the requirements of the job profile in respect of competencies, qualifications and years of relevant experience, as well as performance in similar functions while working under K-GGGI contracts.

B. Scope of the alignment process

13. It was also necessary to explain that the alignment process was an essential, but limited, first step in a larger effort to develop and implement a fully integrated HR framework that will guide the organization in the coming years. The overall framework will include, among other things, a comprehensive performance management system and a staff skills development program.
14. Against this background, it was emphasized that the alignment process was not to be used as a means to gain a promotion or a salary increase which, from the start, was not to be quasi-automatic as is the case in some organizations of the UN common system, but would be linked to performance results.

C. The appointment process

15. Once the basis on which the transition from K-GGGI positions to positions in the overall structure approved by the Council had been clarified, offers of appointment were made to individual staff members. Letters of appointment complying with the requirements of Annex II to the Staff Regulations were subsequently issued.
16. Most appointments were offered and accepted for a 2-year term. This is consistent with the practice followed by many international organizations which have found that a 2-year appointment provides an appropriate balance between the need for (1) continuity; and (2) flexibility in allowing for staffing changes as required by the changing needs of the program. These considerations are also valid for the GGGI.
17. It is on that basis that staff members whose K-GGGI contracts were to expire prior to 30 September 2013 were issued a 2-year appointment starting from 1 April 2013. The appointment of those whose K-GGGI contracts were to expire after 30 September 2013 were issued appointments starting from 1 April 2013 until the date of expiry of their previous K-GGGI contracts.

Part III. Update on the development of the GGGI Staff Rules

18. In accordance with staff regulation 13.2, the Director-General provides and enforces such Staff Rules as he or she considers necessary in order to implement the Staff Regulations. Staff regulation 13.3 provides that new or amended Staff Rules are provisional until the

Director-General has reported to the Council the full text of provisional new and/or amended Staff Rules.

19. As previously mentioned, the Staff Regulations endorsed by the Council at its second session were finalized by the Transitional Sub-Committee according to guidance provided by the Council (see the text annexed to this note). The outstanding issue resolved by the Sub-Committee was in relation to regulation 4.3 on tax reimbursement. Subsequently, the process of developing comprehensive Staff Rules was initiated, including consultations of management and staff on draft texts.
20. Unavoidable delays, due to the sudden departure of the Director-General in mid-April 2013 and to time constraints regarding assumption of duties by the acting Director-General and other members of the senior management team, have prevented the Staff Rules from being finalized in time for the text to be reported to the third session of the Council.
21. Meanwhile, it was necessary to ensure an orderly transition process for the staff previously serving under K-GGGI contracts to appointments issued by the GGGI as an international organization and for the staff concerned to receive the full text of the Staff Regulations and Rules. This was mandated by Annex II to the Staff Regulations, which provides that a copy of the Staff Regulations and of the Staff Rules, including the Code of Conduct, be transmitted to the staff member with the letter of appointment.
22. It is against this background, and the need to allow for completion of the transition process in a timely manner, that the Director-General issued Directive 2013/1 on 12 April 2013, promulgating the text of the Staff Regulations and of Provisional Staff Rules in a consolidated document. The directive emphasized that the Staff Rules were provisional and would be finalized after completion of consultations with management and staff and reported to the Council.
23. The new Director-General intends to conduct the process and resolve any remaining issues in time for submission of the text of the Staff Rules before the fourth session of the Council, after taking into account the results of a benchmarking exercise including the United Nations, UNDP, IRENA, ADB and the World Bank, as well as related financial implications and the results of a full consultation process with management and staff.