



Global Human Resources Policy

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1. IUCN VISION

A just world that values and conserves nature.

2. IUCN MISSION

To influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

3. THE COMPONENTS OF IUCN

- (a) the World Conservation Congress;
- (b) the Council;
- (c) the National and Regional Committees, and regional Fora of members;
- (d) the Commissions;
- (e) the Secretariat.

4. INTRODUCTION TO AND APPLICABILITY OF THE POLICY

4.1. Scope and purpose

The Global Human Resources Policy, hereafter referred to as the “Policy”, constitutes the Staff Rules of IUCN and sets out general terms of employment for IUCN Secretariat staff worldwide. It requires approval by Council in accordance with Part IX, paragraph 81, of the IUCN Statutes. The Policy shall be reviewed at least every four years to ensure conformity with the Statutes and evolving trends in human resources management. Any changes to the Policy shall be subject to prior consultation with staff members and shall require the approval of Council. The Policy is available in all three official languages of IUCN, English, French and Spanish.

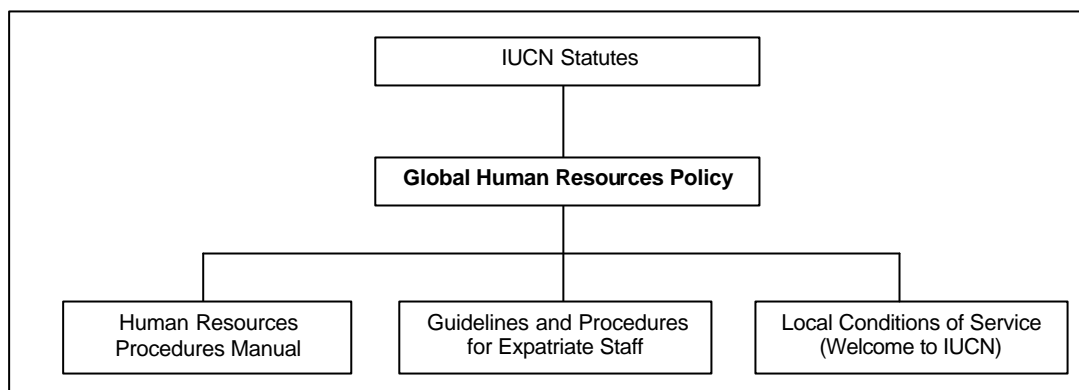
The Policy should be read in conjunction with the Emergency and Evacuation Policy and other such policies related to human resources issues as may be adopted by Council from time to time.

The Policy is supplemented by the Human Resources Procedures Manual, a worldwide administration guidebook for line managers¹ providing tools for implementing the principles established by the Policy. It is furthermore complemented by the Guidelines and Procedures for Expatriate Staff which sets out the rules by which expatriate staff worldwide are appointed to the Secretariat, and by the Local Conditions of Service (see below).

Every duty station (Headquarters, Regional Office, Country Office, Out-posted Office) establishes and maintains Local Conditions of Service (Welcome to IUCN) to provide supplementary local provisions to the Policy. Local labour law as well as specific agreements (MoU) signed between IUCN and a government will prevail over internal policies, rules and regulations unless the latter are more favourable to the staff member.

¹ As per the authority delegated by the Director General, “Line manager” refers to any staff member in IUCN offices world-wide with direct supervisory responsibilities over people.

The Human Resources Procedures Manual, the Guidelines and Procedures for Expatriate Staff and the Local Conditions of Service require the approval of the Director General.



4.2. Applicability

The Policy applies to all staff members of the Secretariat holding an indefinite or fixed-term contract for a period of six or more months. It shall also apply to staff members seconded² by other organisations to the Secretariat as well as Junior Professional Officers³. The Policy does not apply to consultants, interns and volunteers.

5. HUMAN RESOURCES MANAGEMENT RESPONSIBILITIES

5.1. The Human Resources Management Group (HRMG)⁴

The goal of the Human Resources Management Group is: “To actively promote and monitor effective and equitable human resources policies, procedures and practices. HRMG works in partnership with line management around the globe to whom it provides expert advice for the purpose of attracting and retaining a qualified and motivated workforce.”

HRMG is responsible for keeping the Policy up to date and for periodically reviewing all related guidelines, procedures and conditions of service.

5.2. Line management

Line managers have the primary responsibility for staff members under their direct supervision. As such they are the main implementers of the Policy.

²“Secondment” is the temporary transfer of a staff member from another organisation to IUCN. A secondment is carried out for a fixed period and is ruled by conditions established in a letter of agreement between the organisations or offices concerned. IUCN encourages such agreements, as they provide an effective way to achieve conservation goals through experience and expertise sharing, development of projects and capacity building.

³ “Junior Professional Officers (JPOs)” comprise a special category of staff members who are young professionals interested in acquiring hands-on experience in the broad field of nature conservation and who are fully sponsored by donor governments for specific positions and a fixed period of time (usually two years).

⁴ “The Human Resources Management Group (HRMG)” refers to the person or persons responsible for the Human Resources function in any IUCN duty station around the world.

6. EQUALITY OF OPPORTUNITY AND NON-DISCRIMINATION

The principle of equal opportunity and non-discrimination is the fundamental underpinning for any just society and thus serves as the framework for human resources management. It forms an integral part of all policies, procedures and practices.

IUCN shall therefore not make any distinction, exclusion or preference on the basis of age, race, colour, sex, religion, political opinion, national extraction or social origin.

7. FREEDOM OF ASSOCIATION AND RIGHT TO ORGANISE

IUCN respects the fundamental right of staff members to establish –subject to internal rules- associations and/or committees of their own choosing, to draw up their terms of reference, to elect their representatives, to organise their administration and activities and to formulate their programmes.

8. RECRUITMENT AND APPOINTMENT

8.1. Recruitment

All recruitment is done on the basis of merit, within the provisions of the Statutes, the equal opportunity and non-discrimination principles as outlined above and according to the norms set out in the Human Resources Procedures Manual. In regional and country offices preference is given, where appropriate, to nationals of those regions and countries.

Every attempt is made to fill vacant positions from within the Secretariat through promotion or reassignment.

Job applications, both internal and external, are treated in strictest confidence and only revealed to those individuals who are directly involved in the recruitment process.

8.2. Appointment

All newly hired staff members are issued a letter of appointment which, together with the Policy and the Local Conditions of Service, constitutes the employment contract. Employment contracts are subject to changes in the Policy, Local Conditions of Service and local labour law.

8.3. Employment of relatives

Relatives are defined as all persons directly related to a staff member by blood, adoption or marriage. Such relatives are: parents, spouse (or common law spouse), children, brother or sister, as well as in-laws and stepchildren or stepparents.

The Secretariat will only employ a relative of a staff member when there is no actual or perceived conflict of interest in doing so. The relative of a staff member may be appointed provided that the usual recruitment procedures have been followed. Under no circumstances may a staff member be assigned to a position which is directly supervised or directly administered by the staff member to whom he/she is related or vice versa.

9. POSITION MANAGEMENT

9.1. Position descriptions / Terms of Reference

All positions in the Secretariat shall have an accurate position description or Terms of Reference (ToR). They describe the major responsibilities and duties assigned to a position as well as the qualifications and know-how required for an incumbent to perform successfully.

Developing and keeping ToR up to date is the joint responsibility of the incumbent and his/her line manager. They require the approval of HRMG.

9.2. Grade structure

In order to achieve internal equity, the Secretariat maintains a grade structure which establishes a clear relationship between positions and thus classifies them into function groups and/or grades. All permanent positions in the Secretariat must be classified within this system.

HRMG is responsible for developing and maintaining the grade structure. The respective process by which this is done is outlined in the Human Resources Procedures Manual.

It is important to note that function groups/grades are assigned to *positions* not people.

10. COMPENSATION & BENEFITS

It is the aim of the Secretariat to maintain a compensation and benefits structure that attracts and retains people with the required personal and professional skills and qualifications, as well as provides the necessary incentive and encouragement for superior performance. It must be linked to the Secretariat's overall performance and be geared to its ultimate goal of sustainability and long term survival.

It must be fair, equitable and transparent.

The Secretariat provides compensation opportunities that are appropriately competitive within the labour market of the duty station and which take into account the need to maintain them affordable within the organisation's financial disposition.

Each staff member's compensation is determined by the salary scale attributed to the corresponding function group/grade of the position and his/her professional experience. It is subject to the staff member's performance as an individual contributor, as a member of a team and the organisation as a whole.

11. PERFORMANCE MANAGEMENT

The performance of each individual staff member is a critical factor to achieve excellence as a global organisation. For this purpose, the Secretariat maintains a performance management system which enables:

- the monitoring of staff performance at every level,
- the implementation of corrective action plans when and where necessary, and
- the identification of those individuals who merit a reward.

This provides the Secretariat with the opportunity to offer a long term relationship to staff members who are willing and able to commit themselves to the organisations' performance requirements and to continually develop their skills accordingly.

12. PROFESSIONAL DEVELOPMENT AND TRAINING

As a learning organisation, IUCN recognises that many changes take place in the working environment that may necessitate further learning. Learning and acquiring new skills should be part of every staff member's work plan and goals. Particular emphasis must be given to on-the-job coaching and training. During the performance evaluation process, line managers will review with their staff the skills necessary for the job and areas where specific training may be needed.

Line managers will discuss the training and development needs with HRMG to determine the appropriate collective or individual action to be taken within the limits of resources provided for this purpose by the approved financial budget.

13. PERSONNEL FILES

Staff members' personal files and the information contained therein, held by HRMG, are the property of the Secretariat. Staff members have access to the contents of their personal files, but information will not be disclosed to any third parties beyond the direct line of command up to and including the Director General, unless the staff member has given prior permission to do so.

14. GENERAL EMPLOYMENT POLICIES

14.1. Sabbaticals

In exceptional cases and contingent upon an adequate planning process the Director General may authorize the head of a duty station to grant leave of absence without pay to a staff member who wishes to pursue activities outside the Secretariat related to personal or professional development. The duration shall not exceed one year.

Every endeavour shall be made by the Secretariat to bring the staff member back to a position at a level equivalent to the one held previously, but it cannot guarantee that the staff member's prior position shall be available upon return.

14.2. Personal loans

The head of the duty station has the discretion to grant a personal loan to a staff member. Such loans are extended within the parameters of the Personal Loan Rules and with due regard to the status of the duty station's finances. These rules are issued at each duty station and require the clearance of the Chief Financial Officer at Headquarters and the approval of the Director General.

15. RESPONSIBILITIES OF STAFF MEMBERS

15.1. Commitment

By agreeing to work for the Secretariat, staff members shall undertake to uphold the highest standards of personal and professional behaviour and to ensure that IUCN's integrity and reputation shall not be jeopardized by their actions.

15.2. Conflict of interest

In the performance of their duties, staff members shall not seek or receive instructions from any source external to IUCN. They shall refrain from any action incompatible with their position as staff members of an international organisation (statutes IX – 82). Staff members are required to report to the head of the duty station any irregularities in this respect.

Before accepting any external commitment (remunerated or not) such as serving on the board or council of other organisations, which might impair the normal performance of regular duties, the staff member concerned shall seek the approval of the Director General.

A staff member shall require the head of the duty station's approval to accept an honour, favour or gift resulting from his/her work for the Secretariat. This provision shall apply to gifts only if their value is more than purely nominal. In case of doubt, the head of the duty station shall define the term "purely nominal".

It is impossible to describe all of the situations that may arise involving conflict of interest. Therefore, any question or doubt in this respect must be addressed to the head of the duty station.

15.3. Disclosure of information

Staff members shall exercise the utmost discretion in regard to all matters of business. Confidential information that is known to them because of their position in IUCN shall not be disclosed to any third party, internally or externally, without the prior authorization of the head of the duty station who shall also provide instructions for the specific use to be made of such information. Staff members shall at no time, including at the end of service, use such information for personal or third party advantage.

Only designated and authorised staff shall make statements or express opinions on behalf of the Director General to the press and media, including through electronic media and bulletin boards.

15.4. Writing for publication

It is in the interest of IUCN that staff members publish articles, papers and books over and above any publishing activity (for which procedures are set out in the IUCN Publishing Strategy) associated with their position. External, professional writing of relevance to IUCN shall require the approval of the head of the duty station who shall request, if appropriate, that due credit be given to IUCN and may request alterations that are in his/her view necessary to protect the integrity and reputation of the organisation.

In the interest of achieving policy coherence, articles, papers, books and speeches which contain departures from or modifications of agreed policy positions or break new policy ground, shall be referred to the Director General or a suitably qualified person or persons designated by him/her.

15.5. Intellectual property

Unless otherwise negotiated, IUCN is the inherent copyright owner of the data and documentation, including photos, that any staff member may have produced, gathered, reviewed and/or analyzed on behalf of IUCN, irrespective of whether or not such data and documentation have been published. Furthermore, such data may not be published without the specific approval of the Director General.

15.6. Harassment and/or intimidation

Repeated, unreciprocated and/or unwelcome comments, gestures, actions, suggestions, or physical contact, based on gender, ethnic origin, or other personal characteristics that are perceived, and substantiated, as harassment and/or intimidation shall be treated by management as serious misconduct and shall lead to immediate dismissal (see 17.3 below). The Human Resources Procedures Manual specifies the steps to be followed in the event of harassment and/or intimidation.

15.7. Drug abuse and substance dependency

IUCN work places shall be drug-free. A drug shall be deemed to be any illegal substance as specified by local law. Any staff member with a substance-dependency problem is advised to consult with HRMG or the head of the duty station who may provide support to the staff member by helping, for example, to identify a suitable rehabilitation programme.

15.8. End of service

At the end of service, a staff member shall return to IUCN any material, equipment, documentation, official papers, whether in printed or electronic form, computer hardware, software including licences belonging to IUCN, and all keys to IUCN premises and vehicles.

16. PERSONAL GRIEVANCES

A staff member wishing to seek redress for a grievance related to his/her employment shall, in the first instance, report the grievance to the respective line manager and/or the head of the duty station concerned, who shall undertake the necessary steps to resolve the issue, if necessary with the help and assistance of HRMG.

If the staff member feels, for whatever reason, that the grievance cannot be dealt with or easily resolved through either of these channels, he/she shall have the option to bring the grievance to the attention of the *Ombudsman Team*.

The *Ombudsman Team* consists of two staff members located at Headquarters, appointed by the Director General in consultation with the elected representatives of staff or, in their absence, with staff directly.

The role and scope of the *Ombudsman Team* is defined by Terms of Reference approved by the Director General.

17. TERMINATION / REDUNDANCY / DISMISSAL

17.1. Termination

The conditions by which a contract can be terminated by either party shall be specified in the local Conditions of Service.

17.2. Redundancy

Redundancy is defined as “the termination of employment due to the abolishment of a position or positions”.

The rules and regulations on how to deal with redundancies greatly differ from country to country. Therefore it is the responsibility of the head of the duty station to ensure that local labour law and practices are strictly adhered to. The head of the duty station concerned must consult the Director Human Resources at Headquarters before taking any action.

17.3. Immediate dismissal

The local Conditions of Service shall clearly specify the reasons for which a staff member can be dismissed immediately and outline the procedure to be followed. These shall be in conformity with local law. The head of the duty station concerned must consult the Director Human Resources at Headquarters before taking any action.

18. FINAL CLAUSE

This Policy, approved by Council at its 58th meeting held in Gland (Switzerland) from 2 to 4 June 2003, replaces and substitutes all previous issues of Staff Rules.