



Human Resources Procedures Manual

Introduction

The procedures contained in this manual are not issued as an amendment or substitution to the Global Human Resources Policy, local Conditions of Service, or Delegation of Authorities policy, which prevail in case of any variance in interpretation.

They are intended to establish specific human resources procedures within the framework of the above policies. The key purpose of this manual is to serve as a guide for IUCN's line managers around the globe.

Definitions

Line management refers to any staff member in IUCN offices world-wide with direct supervisory responsibilities over people.

HRMG refers to the person or persons in charge of Human Resources in any IUCN office around the world. As per the authority delegated by the Director General,

Head of duty station refers to the person in charge of a given IUCN duty station as officially nominated by the Director General. In the case of Headquarters, the head of the duty station is the Director General.

How to use this manual

The procedures in this manual are grouped in chapters. The chapter organisation intends to reflect the life cycle of a staff member through IUCN.

Every procedure comprises the following sections:

Policy references:

This section specifies references to policy documents, such as the Global Human Resources Policy and/or Delegation of Authorities.

Introduction:

Describes the purpose of the procedure.

Responsibility:

Establishes the responsibilities of line management and/or HRMG for implementing the procedure.

Procedure:

Description of the steps required for implementing the procedure.

Guidelines for HRMG:

Provides detailed guidelines for HRMG.

Specific conditions and considerations

As these procedures provide general guidelines, it may be necessary that specific conditions or considerations are developed to ensure consistency with the rules, legislation and practice prevailing at a particular duty station. Such provisions may be appended to any of the procedures contained in this manual and may increase detail, state specific differences, or include particular considerations to take into account when applying the procedure locally.

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Chapter 1

Recruitment and appointment

Policy references

- Global Human Resources Policy (8.1. Recruitment)
- Delegation of Authority (VI.1, VI.2 - Creation, abolition of posts / VI.3, VI.4 - Advertising vacancies, hiring and separating for secretariat posts)

Responsibility

- Line management:
- Obtains approval to create a new position or to fill a vacancy.
 - Prepares job description (refer to [Chapter 2, Section 1 – Position descriptions](#)).
 - Provides HRMG with deadline for applications, desired interview dates, selection criteria and method.
 - Produces short list of candidates to be interviewed.
- HRMG:
- Co-ordinates the recruitment process and provides advice to line management at all stages.
 - Establishes the function group/grade of the position (refer to [Chapter 2, Section 3 – Position evaluation](#)), and provides an appropriate salary range ([refer to Chapter 3, Section 1 – Competitive compensation structure](#)).
 - Estimates the total cost of the position for budgetary purposes.
 - Advertises the vacancy.
 - Performs an initial screening of candidates, prior to short listing.
 - Acknowledges applications and submits files to the concerned line manager.
 - Co-ordinates interview logistics and participates in the interview process.
 - Acknowledges unsuccessful participants.

Procedure

1. Creation of new positions

Approval to create a new position is normally granted in the annual budgetary process. For such purpose, the concerned line manager must submit the appropriate justifications together with a comprehensive position description. New positions should have been previously evaluated and the total salary costs (including social charges) should be clearly identified in the submission.

The authority to approve the creation of a new position beyond the annual budgetary process is specified in the *Delegation of Authorities* policy.

2. Clearance to fill vacancy

Only when the creation of a new position is approved, it can be declared as vacant. To start with the recruiting process, appropriate clearance should be sought (refer to [Annex 1 – Standard recruitment/extension form](#)).

3. Attracting the right candidate

HRMG will advise line management in selecting the appropriate recruitment method(s).

4. Application process

Candidates who wish to be considered for a vacancy should submit a letter of application and their detailed curriculum vitae to HRMG. If necessary, the application screening process may be facilitated by using a standard application form. Applications received after the deadline should not be considered, unless there are valid exceptional circumstances.

5. Screening, evaluation and selection

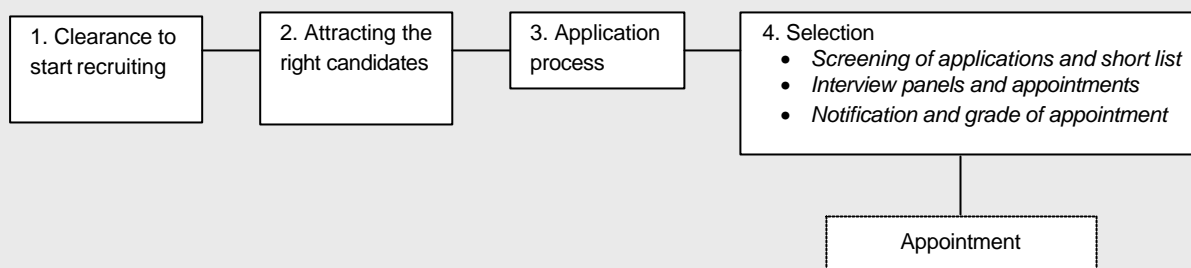
HRMG will assist in discarding applications that do not fulfil the minimum requirements of the position. The concerned line manager shall establish a short-list and return to HRMG to co-ordinate interviews.

6. Notification to candidates

HRMG will inform all candidates of the outcome of their applications. The selected candidate will be formally appointed, following the procedure detailed in the next chapter.

Guidelines for HRMG

Process workflow



Preparation of vacancy notices

All vacancy notices will include:

- a) Brief description of IUCN and its mission
- b) Brief description of IUCN's Equal opportunity and non-discrimination policy (refer to the Global Human Resources Policy).
- c) Position description (see [Chapter 2, Section 1 – Position descriptions](#)).
- d) Specific requirements of the job: minimum education, experience and skill levels that are acceptable, pointing out any special criteria such as extensive travel or relocation
- e) Date of issue
- f) Deadline for receipt of applicants' responses: at least two weeks from the date of issue for internal vacancies and at least one month for external vacancies.
- g) Brief explanation of the application process and required documentation.

The vacancy announcement should be advertised as widely as possible, depending on the type of post. Possible methods include IUCN web sites; member, commission and partner networks; newspapers; trade journals.

Application process

Candidates who wish to be considered for a vacancy should send the following documentation to HRMG:

- a) Letter of application.
- b) Curriculum vitae.

If considered necessary, a standard application form may be developed and used. This can homogenise the information received from applicants and shall therefore ease the application screening process.

Application forms should be used to create a file of potential candidates for future openings. This file should be in electronic format where possible.

Interested individuals shall be able to send their applications using suitable means available, such as electronic mail, normal mail or fax.

In case of spontaneous employment inquiries not related to a vacancy, HRMG should ask for a Personal History form to be filled and submitted, in order to be included in the file and to be considered for any future job opening.

Screening and evaluation of candidates

HRMG will assist in filtering all applications that do not fulfil the minimum requirements of the post.

The line manager of the vacant position should evaluate applications against the requirements of the post.

In preparing relevant selection criteria:

- a) Identify the main purpose of the position
- b) Identify the duties or responsibilities which must be performed to achieve this purpose
- c) Determine the indicators of successful performance of these duties
- d) Determine the essential and desirable qualifications, skills, knowledge and experience required

The line manager of the vacant position will establish a short-list. HRMG will then co-ordinate the interview process.

Interviews

HRMG will advise and assist the line manager of the vacant position with the interview process, providing relevant information to ensure a fully informed decision can be made.

Temporary filling of vacant posts

Vacant posts shall normally remain unfilled until the appointment of a candidate through internal transfer or external recruitment. The line manager of the vacant position may temporarily assign a staff member to the job while the regular recruitment procedure is being followed. Staff being asked to assume the responsibilities of a higher graded post will be considered for a special post allowance (refer to [Chapter 2, Section 4 – Special Post Allowance](#)).

Policy references

- Global Human Resources Policy (8.2. Appointment)
- Delegation of Authority (VI.1, VI.2 - Creation, abolition of posts / VI.3, VI.4 - Advertising vacancies, hiring and separating for secretariat posts)

Introduction

It must be a standard practice to help new staff, relocated staff or promoted staff to integrate into their new environment so that they become effective in their work as quickly as possible.

Responsibility

- Line management:
- Obtain approval for formal appointment after selection.
 - Provide HRMG with starting day, period of appointment and cost centre.
 - Conduct the necessary induction activities on the staff member's first days.
 - Ensure new staff have adequate space, equipment and supplies to start working.
- HRMG:
- Make sure selection, appointment and induction procedures are followed.
 - In case of expatriate staff, assist them to settle in their new country of residence.
 - Follow up of orientation activities.
 - Ensure full compliance of contract with local laws.
 - Monitor the completion of probation periods.

Procedure

1. Issuing the employment contract

All staff employed by the Secretariat must have a letter of appointment or contract. IUCN will recognise only those conditions formally approved and communicated in a formal offer of appointment. All staff contracts shall be issued in accordance to the procedures described in the [Chapter 1, Section 3 – Staff member contracts](#). For expatriate staff members, also refer to IUCN's Guidelines and Procedures for Expatriates. For salary and benefits refer to [Chapter 3, Section 1 – Competitive compensation structure](#).

2. Internal and external transfers

When the appointment involves transferring a staff member between costs centres within the same duty station, please refer to [Chapter 1, Section 4 – Internal transfers](#). If the appointment involves transferring a staff member between IUCN duty stations in different countries (recognised as different legal entities), please refer to IUCN's Guidelines and Procedures for Expatriates.

3. Induction

HRMG and line management share the responsibility for new staff member orientation, however it is the line manager's responsibility to:

- a) Direct the new staff member to HRMG for payroll processing and benefit enrolment.
- b) Introduce the staff member to fellow staff.
- c) Review the position description with the new staff member and discuss performance factors.
- d) Explain reporting and supervisory responsibilities.
- e) Explain the organisational structure.
- f) Give the new staff member a tour of the office and any instructions pertaining to the job that may be necessary for him/her to get started.

4. Probationary period

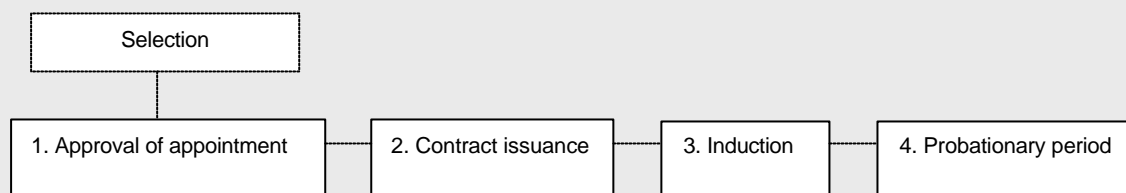
Refer to [Chapter 1, Section 5 – Probationary period](#).

5. Contracting other categories of personnel

All individuals employed by the Secretariat must have a letter of appointment or contract. For categories of personnel which are not bound by the Global Human Resources Policy (such as temporary personnel employed for less than six months, consultants, interns or volunteers) refer to the appropriate sections of this chapter, and to [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

Guidelines for HRMG

Process workflow



Induction

Starting a new job is a stressful experience for most people. Often major stresses include moving to a new home. Therefore any assistance to settle in will help the new staff member to concentrate on the job and learn more about IUCN. The staff member has to get used to other IUCN staff, the surroundings, the job, IUCN and the work of IUCN, if they do not already know it.

HRMG will convey information in the following areas to staff members as soon as possible following their employment:

- a) Staff member benefits
- b) Taxes and deductions
- c) Vacations and holidays
- d) Human Resources Policies and Procedures.
- e) Hours of work
- f) Pay procedures
- a) Procedures and staff responsible for providing services and facilities, i.e. office, desk, office equipment, office supplies, etc.
- b) Transportation, parking facilities.
- c) Safety procedures.
- d) Procedures for reporting absences, when necessary.
- e) Length and rules for probationary period.

HRMG will make all Human Resources Policies and Procedures available to the staff member.

If needed, due to a high number of new staff, HRMG can schedule a staff orientation meeting in order to convey all this information.

Whenever possible, HRMG should prepare an induction programme that should:

- help define performance expectations;
- speed up on the job training;
- encourage a high motivation of new, relocated and promoted staff;
- promote a commitment to IUCN's goals and a desire to succeed;
- foster good working habits;
- increase productivity and performance and reduce errors;
- reduce absenteeism;
- improve morale and enhance positive attitudes;
- improve working relationships;
- develop a sense of belonging and satisfaction;
- improve understanding of IUCN policies, procedures, rules, and benefits;
- develop and maintain an acceptable conformity to the formal and informal rules;
- lead to better services to members of the Union.

Please refer to [Annex 3 – Standard new appointment checklist](#) for a list of facts to remember when appointing a new staff member.

Policy references

- Global Human Resources Policy (8. Recruitment and appointment)
- Delegation of Authority (VI.3, VI.4 - Advertising vacancies, hiring and separating for secretariat posts)

Introduction

This procedure sets the rules for contracting staff members on indefinite, fixed term or part time assignments.

For categories of personnel which are not bound by the Global Human Resources Policy (such as temporary personnel employed for less than six months, consultants, interns or volunteers), please refer to the appropriate sections of this chapter, and to [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

Responsibility

Line management: - In adequate time, according to contract provisions and local legislation, inform staff on fixed-term contracts that their contracts are coming to an end.

HRMG: - Prepare employment contracts, ensuring timely signature.
- Ensure full compliance of contracts with local laws and procedures.
- Maintain original copies of all contracts on file.
- Monitor ending dates for fixed term contracts. Remind management and inform staff members concerned for completion of departure procedures.
- Issue any required amendment to a contract when a promotion, internal transfer or change of assignment occurs.

Procedure

1. Contract issuance

Contracts must comply with local laws and IUCN's Global Human Resources Policy. After selection and approval to formally appoint an individual, HRMG will prepare and submit the contract with any relevant attachments to the head of duty station, for review and signature. This documentation is sent to the prospective staff member. After accepting the conditions of contract, he/she will return a signed copy to HRMG before commencing appointment.

2. Contract review

Changes to contractual conditions shall be approved and confirmed in writing either as a new contract or a contract amendment. This includes changes to work hours (refer to [Annex 2 – Standard increase of hours request form](#)) and/or extensions to fixed contracts (refer to [Annex 1 – Standard recruitment/extension form](#)).

Any promotion or reassignment to a new post and/or duty station shall be confirmed in writing either as a new contract or a contract amendment. When the appointment involves transferring a staff member between cost centres within the same duty station, please refer to [Chapter 1, Section 4 – Internal transfers](#). If the appointment involves transferring a staff member between IUCN duty stations in different countries (recognised as different legal entities), please refer to IUCN's Guidelines and Procedures for Expatriates.

Any contract review must follow the *Delegation of Authorities* policy.

Guidelines for HRMG

Preparation of staff contracts

All staff contracts shall include the following:

- a) The appointment shall be subject to the provisions of the Global Human Resources Policy and the applicable Conditions of Service, in force at the time of taking up duty. They shall be attached to the contract;
- b) The title of the post;
- c) A position description shall be attached to the contract (see [Chapter 2, Section 1 - Position descriptions](#));
- d) The duty station to which the staff member shall be appointed;
- e) The date on which the staff member shall be required to take up his/her duties;
- f) The duration of the probation period to be served upon initial appointment;
- g) The period of the appointment;
- h) The hours of duty per week;
- i) The grade of the post, commencing salary, details of salary payments, standard deductions at source required and allowable benefits;
- j) Any exemption from application of any provision of the Global Human Resources Policy or the applicable Conditions of Service and any other entitlements, conditions or exemptions which may be applicable.

Introduction

An internal transfer is the relocation of a staff member from one cost centre to another within an IUCN duty station (recognised as the same legal entity). This does not involve resignation to IUCN but involves an amendment to the staff's contract. The amendment must note the new cost centre, plus any change in conditions such as salary, work percentage, etc. A transfer will normally follow successful selection of a staff member for a vacant position.

Transferring staff offers an excellent opportunity for career development and provides an effective way for IUCN to achieve conservation goals through experience and expertise sharing, development of projects and capacity building.

Responsibility

Line manager: - Approves releasing the staff member.
 - Coordinates the terms of the transfer with the line manager of the receiving cost centre.

HRMG: - Ensures amendments to contracts are done in compliance with the established policies and procedures.

Procedure

1. Agreement

A transfer will normally follow successful selection of a staff member for a vacant position in another cost centre. The possibility of a transfer shall be discussed with the staff member and line manager concerned, and shall involve a clear benefit for both IUCN and the staff member. Careful planning and coordination with the receiving cost centre shall be exercised in order not to disrupt the projects and activities of the releasing cost centre.

2. Accrued leave

The total cost corresponding to accrued leave accumulated at the moment of the transfer shall be reimbursed by the releasing cost centre to the receiving cost centre.

3. Short term transfers

For short term transfers (not more than 3 months), in which the staff member is expected to return to the releasing cost centre, it is only necessary that line managers agree in writing. The receiving cost centre shall cover the full cost of the staff member, including *pro rata* holidays. Information on the total amount to cover shall be sought from HRMG, who will give final approval for cross-charging such amount.

4. External transfers

If the appointment involves transferring a staff member between IUCN duty stations in different countries (recognized as different legal entities), please refer to IUCN's Guidelines and Procedures for Expatriates.

Introduction

The probationary period for newly hired staff may vary between duty stations, according local Conditions of Service and labour legislation. Any of the procedures set below should be applied provided there are no contradictions with such regulations.

The probationary period provides an opportunity to the organisation and the new staff member to assess each other before making a final commitment. It shall normally be specified in the staff member's contract.

Responsibility

- Line management:
- Is responsible for raising with HRMG any problems related to the performance of a new staff member before the final month of the probationary period is served.
 - Provides the staff member with appropriate assistance and supervision to perform in the position. If necessary, written record should be made of any serious deficiency in job performance or personal conduct.
- HRMG:
- Ensures that the terms of probationary period are laid out in employment contracts.
 - Seeks confirmation from the line manager of satisfactory completion of the probationary period.
 - Informs the staff member on the outcome of the probationary period.

Procedure

1. Contract

The terms of the probationary period shall be laid out in the staff member's contract and be compliant with the local Conditions of Service and labour legislation.

2. Evaluation

The performance of new, transferred, and promoted staff will be continually evaluated on an informal basis. The line manager should discuss any performance-related problems. If, at any point during the probationary period, there are serious problems of performance, the line manager must bring these to the attention of HRMG to decide on the best course of action.

3. Confirmation/Termination

HRMG will seek confirmation from the line manager on the outcome of the probationary period. For that purpose, a report should be filled by the line manager (refer to [Annex 7 – End of probationary period review report](#)).

HRMG will then inform the staff member, in writing, that it has been satisfactorily completed, or it will issue the corresponding termination notice, according to what is specified in the staff member's contract and/or the local Conditions of Service. A signed copy of this letter, together with the review report mentioned above, will be kept on the staff member's file.

It is recommended that a verbal warning is given at least one week before.

4. Other provisions

During the probationary period, newly hired staff are not eligible for leave unless approved by the head of duty station.

Policy references

Global Human Resources Policy (8.3 Employment of relatives)

Responsibility

Line management: - Follow the appropriate recruitment procedures.

HRMG: - Ensure that the policy for employment of relatives is adhered to.
- Follow the appropriate recruitment procedures.
- Ensure that there is no preference given to any candidate by virtue of relationship to a staff member.
- Ensure that the recruitment agrees with the Conditions of Service and local labour laws and practice.

Procedure

1. Assessment

If the relative of a staff member applies to a position within IUCN, HRMG will assess the situation and will supply its opinion on whether there would be an actual or perceived conflict of interest in recruiting such candidate.

2. Selection and recruitment

Even if there is no conflict of interest identified, HRMG will carefully follow-up the selection and recruitment process ensure that there is no special preference given to the candidate by virtue of the relationship to the staff member.

Under no circumstances a staff member shall participate in any phase of the selection and recruitment process of a position to which a relative has applied. This includes the screening of applications, short listing and interview panels.

Children at school age of a staff member may be accepted as volunteers during the school holidays.

Policy references

- Global Human Resources Policy (4.2. Applicability)

Introduction

A JPO assignment is ruled by the conditions established in a Memorandum of Understanding (MoU) between IUCN and a sponsoring government. JPO's are contracted by IUCN and therefore adhere to the Global Human Resources Policy.

MoU's between IUCN and sponsoring governments, as well as contracts with JPO's are directly managed by **HRMG in the IUCN Headquarters office (HRMG-HQ)**.

JPO's can be assigned to work at any IUCN office as selected by the sponsoring government. Offices interested in accommodating a JPO should co-ordinate with HRMG-HQ. The receiving office is the beneficiary of the supervisory and administrative cost allowed by the sponsoring government.

A JPO is a trainee and IUCN professional staff are expected to devote considerable time to reviewing performance and providing mentoring and training to the JPO.

Responsibility

- Head of duty station:
- Prepare job description.
 - Ensure JPO's have adequate space, equipment and supplies to start working.
 - Follow induction procedures where appropriate (refer to [Chapter 1, Section 2 – Appointment and induction](#)).
 - Submit a work plan and annual performance appraisal to HRMG-HQ for transmission to the sponsoring government, as well as a detailed expenditure report.
 - Submit final reports via HRMG-HQ.

- HRMG-HQ:
- Pursue, negotiate and maintain agreements with JPO sponsoring governments.
 - Serve as focal point for all contracts with the JPO sponsoring governments.
 - Maintain original copies of all JPO MoU's on file and monitor their ending dates.
 - Co-ordinate all arrangements with HRMG at regional or country level.
 - Prepare budgets for review by the receiving office before submission to the sponsoring government.
 - Prepare contracts, ensuring timely signature.
 - Arrange international health insurance, life insurance and pension.

- HRMG at RCO's:
- Co-ordinate all arrangements with the head of duty station and HRMG-HQ.

Procedure

1. Approval

Duty stations interested in accommodating a JPO should submit a formal request to HRMG-HQ, together with a detailed job description. HRMG-HQ will co-ordinate with the sponsoring government should there be available candidates.

2. Screening of candidates and appointment

If the sponsoring government submits more than one candidate option, HRMG-HQ will assist the duty station concerned in screening applications, to determine the most suitable candidate in terms of qualifications and experience. All arrangements regarding contracts, salary, benefits, logistics, overheads or any other detail will be handled by HRMG-HQ and under the framework of the agreement with the sponsoring government. All line managers should follow induction procedures where appropriate, as described in [Chapter 1, Section 2 – Appointment and induction](#).

3. End of assignment

Upon completion of an assignment, the head of duty station is responsible for submitting to HRMG-HQ a final technical report and a financial report for transmission to the sponsoring government.

Guidelines for HRMG

Qualifications

Candidates for Junior Professional Officers in IUCN shall be selected on a highly competitive basis. The qualifications are set by each sponsoring government but usually include the following:

- master level degree in a specific or related field
- written and spoken proficiency in the language of the duty station
- relevant work experience.
- personal qualities such as leadership, initiative, adaptability, and sound judgement.
- ability to work under pressure.
- ability to adapt to new environments, and to establish and maintain good working relations with individuals of different cultural backgrounds.

General rules

The specific rules to handle JPO contracts may vary depending on the provisions established in the Memorandum of Understanding (MoU) with the sponsoring government; however certain rules must normally be present:

- a) There is a contractual relationship between IUCN and the JPO under a fixed term contract.
- b) JPO's adhere to IUCN's Global Human Resources Policy and other regulations .
- c) Financial disbursements should only be made from within the sponsoring government to IUCN, within the terms of the agreement.
- d) Benefits are administered according to what is specified in the contract of employment.

Insurances and pension

JPO's shall be covered by medical, life and accident insurance. They shall also be included in a pension scheme. HRMG will make sure the coverage is adequate for the duty station. The right for these benefits, as well as all arrangements and responsibilities to cover such costs are included in the budget approved by the sponsoring government and in the employment contract.

Visa and work permits

HRMG will make sure that all arrangements for visa and work permits, if necessary, are completed before the assignment is started.

Termination

JPO's may be suspended from duty in justifiable circumstances. In such event, IUCN will consult with the sponsoring government to decide the appropriate consequential action. Such provisions shall be established in the letter of agreement.

Travel on duty

If JPO's are required to travel on official IUCN business, entitlements will be governed by the rules of IUCN.

Installation and repatriation costs

Installation and repatriation costs, including travel costs for the JPO and his/her dependants and removal of household effects will be determined under and administered by the rules of IUCN. Arrangements and responsibilities to cover such costs are in the budget approved by the sponsoring government and in the employment contract.

Provision of information

IUCN should ask the prospective JPO and sponsoring government for any information as it may reasonably request to enable it to proceed with arrangements.

Policy references

- Global Human Resources Policy (4.2. Applicability)

Introduction

This procedure sets rules to manage staff seconded from other organisations. During the period of secondment, the staff member will be subject to the supervision of a line manager as specified in the letter of agreement between IUCN and the releasing organisation.

Responsibility

- Line management:
- Obtain approval to accommodate staff seconded from other organisations.
 - Negotiate the terms of agreement with the releasing organisation, in collaboration with HRMG.
 - Submit the agreement to HRMG, including the appropriate position description.
 - Ensure timely signature of the agreement.
 - Ensure seconded staff members have adequate space, equipment and supplies to start working.
 - Follow induction procedures where appropriate (refer to [Chapter 1, Section 2 – Appointment and induction](#)).
- HRMG:
- Ensure full compliance of agreement with local laws and procedures.
 - Maintain original copies of all secondment agreements on file.
 - Monitor ending dates and remind management.

Procedure

1. Approval

Line managers interested in accommodating staff seconded from other organisations should identify funds that will cover the assignment and get approval through the procedure prevailing at the duty station. This shall include confirmation of available budget.

2. Agreement review and signature

The line manager concerned must negotiate the terms of agreement with the releasing organisation, in collaboration with HRMG. The services of staff seconded from other organisations are governed exclusively by the terms and conditions set out in the letter of agreement, where all obligations and entitlements shall be specified. Prior to signature, the agreement must be reviewed by HRMG. Agreement extensions are possible.

3. Induction

All line managers should follow induction procedures where appropriate, as described in [Chapter 1, Section 2 – Appointment and induction](#).

4. End of secondment

Seconded staff should submit an evaluation questionnaire to the line manager concerned at the end of the assignment. Upon completion of an assignment, the designated manager should provide the releasing organisation and HRMG with a brief performance appraisal.

5. Secondments between IUCN duty stations

The releasing organisation can be another IUCN duty station. However, if the transfer is not temporary and involves the definitive relocation of a staff member to an IUCN duty station in a different country (recognised as a different legal entity), this procedure does not apply. Please refer to IUCN's Guidelines and Procedures for Expatriates for the appropriate procedures to follow.

Guidelines for HRMG

General rules

The specific rules for secondment of staff from other organisation to IUCN may vary depending on the provisions established in the letter of agreement. Aspects such as contributions to the costs of the secondment will differ, however certain rules must normally be present:

- a) There is no contractual relationship between IUCN and the seconded staff.
- b) Seconded staff may remain on the releasing organisation's payroll.
- c) Financial disbursements are normally made from IUCN to the releasing organisation or vice versa, within the terms of the agreement.
- d) Benefits may be managed by the releasing organisation.
- e) IUCN will normally administer leave, travel on duty (including reimbursements), visas, work permits as well as installation and repatriation procedures. The responsibilities to cover these costs must be clearly specified in the letter of agreement.

Insurance

HRMG will make sure that insurance coverage is adequate for the duty station. If there is a need to take additional coverage, the arrangements and responsibilities to cover such costs have to be included in the letter of agreement.

Any claim for compensation for service-incurred illness, injury or death will be dealt with by and under the rules of the releasing organisation. This should be clearly established in the letter of agreement.

Visa and work permits

HRMG will make sure that all arrangements for visa and work permits, if necessary, are completed before starting the assignment.

Termination

Seconded staff may be suspended from duty in justifiable circumstances. In such event, IUCN will consult with the releasing organisation to decide the appropriate consequential action. Such provisions shall be established in the letter of agreement.

Annual leave

Any leave entitlement for the period of secondment should be established in the letter of agreement. Leave will normally be administered by IUCN.

Travel on duty

If seconded staff members are required to travel on an official IUCN business, entitlements will be governed by the rules of IUCN.

Installation and repatriation costs

Installation and repatriation costs, including travel costs for the seconded staff and his/her dependants and removal of household effects will be determined in the letter of agreement.

Provision of information

IUCN will normally request the following information about the staff member to the releasing organisation, depending on the provisions and arrangements established in the letter of agreement:

- Name, nationality and date of birth;

- Place to which he/she is to be returned if he/she has such an entitlement, or the recognised home if different;
- Names, nationalities and dates of birth of recognised dependants, and their location(s);
- Date of entry to duty and his/her grade and contractual status at that date;
- Current grade and remuneration;
- Type and duration of appointment;
- Dates of sick leave in previous five years;
- Information regarding life, accident and medical insurance;
- Performance records.

IUCN should ask for any information as it may reasonably request to enable it to proceed with arrangements.

When a seconded staff member returns to the releasing organisation, IUCN will provide a statement showing:

- Changes in the status of dependents, which occurred during the period of secondment;
- Dates of sick leave taken during the period and the annual leave balance at the date service ceased in IUCN;
- An appraisal of the performance of the staff member during secondment, including relevant reports. This will be forwarded to HRMG and the seconded staff.

Introduction

Interns are normally post-graduate students or holders of a first university degree who intend to study further or to make a career within a field related to IUCN's activities. The normal duration of internships shall be two months minimum and one year maximum. Applications should, if possible, be endorsed by educational institutions, by members of IUCN or by IUCN staff members.

Responsibility

Line management:

- Obtains approval to accommodate an intern and prepares position description.
- Ensures that the selected intern has the profile to fill the position description.
- Provides HRMG with starting day, period of appointment and cost centre.
- Ensures interns have appropriate space, equipment and supplies to start work.
- Follows induction procedures where appropriate (refer to [Chapter 1, Section 2 – Appointment and induction](#)).
- Submits a brief performance appraisal to HRMG on completion of an internship.

HRMG:

- Prepares the contract, ensuring timely signature.
- Ensures full compliance of contracts with local laws and procedures.
- Maintains original copies of contracts on file.
- Monitors ending dates of contracts and reminds management to inform the intern.
- Holds exit interviews for interns to gain feedback on their experience.

Procedure

1. Approval

Line managers wishing to accommodate an intern should identify funds that will cover the internship, including any related costs (e.g. equipment, supplies, travel, overheads, etc.) and obtain approval through the procedure prevailing at the duty station (refer to [Annex 1 – Standard recruitment/extension form](#) which provides a model to request approval).

This shall be done prior to identifying candidates and shall include confirmation of available budget. A position description outlining objectives and expected outputs shall be submitted for approval.

2. Application and screening of candidates

Prospective interns must fill an application form, to be submitted to HRMG together with the latest copy of university transcript(s) and curriculum vitae, no later than two months prior to the beginning of the intended internship. HRMG will assist the unit concerned in screening applications, to determine the most suitable candidate in terms of qualifications and experience for a particular job in IUCN.

3. Acceptance and office accommodation

HRMG will draw up and dispatch the necessary contract, ensuring timely signature. Contract extensions are possible. All line managers should follow induction procedures where appropriate, as described in [Chapter 1, Section 2 – Appointment and induction](#). The services of interns are governed exclusively by the terms and conditions set out in the contract, where all obligations and entitlements shall be specified. Internship agreements must abide to the rules set in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#). Favourable office overheads should be applied whenever possible.

4. End of internship

Interns should ideally submit an internship evaluation questionnaire to the line manager concerned at the end of the internship. Upon completion of an assignment, the line manager should provide HRMG with a brief performance appraisal. On successful completion of the assignment, interns will be given an attestation of completion of assignment from the line managers.

Guidelines for HRMG

IUCN endeavours to recruit interns on the widest possible geographical basis. Well-planned internships should prove valuable to both the intern and the recipient IUCN unit. As a result, the use of interns is encouraged by IUCN as a capacity-building exercise for the future.

Visa arrangements

In cases where interns are not nationals of the duty station or holders of valid permits HRMG will assist the interns in obtaining the necessary permit for entry to and stay at the duty station. Interns will require a valid work permit or equivalent, as specified in local legislation, before entry into the country. HRMG will process all necessary paperwork and inform the intern once the permit has been approved. Appropriate notice time is required.

Living accommodation

Every effort will be made by HRMG to assist the intern in finding suitable housing for the internship period.

Arrival formalities

Upon arrival, interns report to HRMG and complete the formalities, including arrangements for the issuance of necessary attestations.

Family relationship

Relatives of staff members may be accepted as interns provided he/she is in no way under the line of authority of the staff member.

Medical and health requirements

IUCN does not accept any liability for acts of third parties, accident, sickness or losses of any kind, however caused, arising in the course of or from the performance of the internship. Interns shall be obliged to be insured in a medical and accident scheme to cover such risks and contingencies.

Use of IUCN library

Units accepting interns are responsible for making the necessary arrangements for their use of the IUCN library or any other library, if required for the work of the interns.

Recognizing interns

It is particularly important that the head of the unit or the intern's line manager spends time regularly with the intern to discuss work progress or assist the intern in case of problems that he/she may encounter.

Cost of internship

Depending on availability of funds, internships are paid by the IUCN office at the duty station concerned. HRMG will suggest management, taking into account the local practice and living costs, the allowance to be given to an intern. Maximum stipends for internships should be established at IUCN offices worldwide. IUCN may contribute to the cost of the return air travel from the airport closest to the place of residence to the duty station up to 75% of the lowest practicable air fare.

Working hours

Interns carry out their assignments according to the schedule of working hours agreed with management; not to exceed normal working hours except by mutual agreement.

Leave

Leave granted to interns shall be specified in the letter of agreement.

Absence

Interns submit to his/her line manager written notice in case of illness or other circumstances that might prevent them from maintaining their agreed schedule of working hours.

Conduct and confidentiality

- Interns are required to conduct themselves at all times in a manner that is compatible with their responsibilities as IUCN interns and in accordance with the standards of conduct expected by IUCN.
- Interns are required to keep confidential any and all unpublished information acquired during the course of their internships and may not publish any reports or papers on the basis of information obtained, unless authorised to do so by IUCN.
- Interns must abide by the rules and regulations of IUCN.
- Interns are not authorised to speak or write on behalf of IUCN without prior consent of the managing officer of the duty station concerned.
- Interns may neither make any claim against IUCN for sickness and accident nor claim any compensation.
- Interns may not commit any resources of IUCN.
- Interns may not misuse IUCN's position for personal advantage.

Interns must abide to the rules set in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

Introduction

Volunteers are defined as individuals collaborating with the organisation on an assignment of fixed duration without any kind of remuneration. Assignments are specific in terms of hours, days, weeks or months. IUCN is open to engage volunteers as a way to enable interested people to gain some hands-on experience in the work of the organisation and to cover specific work assignments for which they are competent.

This procedure does not relate or apply in any way to work or activities undertaken by individuals in their capacity as commission members of IUCN.

Responsibility

Line management:

- Identify prospective volunteers for specific work.
- Prepare a position description if necessary.
- Obtain approval to engage a volunteer, according to procedures prevailing at duty station.
- Prepare a written agreement for review by HRMG.
- Ensure volunteers have the necessary space, equipment and supplies to start working.
- Follow induction procedures where appropriate ([Chapter 1, Section 2 – Appointment and induction](#)).

HRMG:

- Approve the engagement of volunteers.
- Maintain a file for each volunteer.

Procedure

1. Identification, approval and selection

Line managers wishing to engage a volunteer should prepare, if necessary, a position description outlining objectives and expected outputs. This shall be approved according to the procedure prevailing at the duty station (refer to [Annex 1 – Standard recruitment/extension form](#) which provides a model to request approval).

After selection, and where appropriate, line managers should normally follow induction procedures, as described in [Chapter 1, Section 2 – Appointment and induction](#).

2. Letter of agreement

The line manager concerned will ensure that the volunteer signs a written agreement and will provide a copy to HRMG for filing purposes. An agreement is necessary to avoid any misunderstanding regarding the scope of engagement of the volunteer. The services of volunteers are governed exclusively by the terms and conditions set out in the agreement and must abide to the rules set in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

3. Office accommodation

The line manager concerned must make sure that working space and equipment is available and that any costs incurred are budgeted. Favourable office overheads should be applied whenever possible, according to the procedures prevailing at the duty station.

4. End of engagement

On successful completion of the engagement, volunteers will be given an attestation of completion of assignment from the line manager concerned.

Guidelines for HRMG

Volunteers may be ready to work free of charge for a variety of reasons, amongst them:

- Interest in the work of IUCN;
- Interest in a particular area of IUCN's work;
- Wish to build up personal relationships with IUCN;
- Wish to develop skills and expertise in a given area;
- An opportunity for recognition;
- Time to dedicate.

Supervision and responsibility

Volunteers shall always work under the supervision of a staff member and should never have responsibility or access to any kind of sensitive information.

Information

Volunteers will be asked to provide essential information such as address, citizenship, work permit, insurance, health considerations, and names of persons to be contacted in case of emergency.

Family relationship

The spouse or children of a staff member may be accepted as a volunteer provided that he or she is fully qualified for the assignment and is in no way under the line of authority of the staff member.

Medical and health requirements

IUCN does not accept any liability for acts of third parties, accident, sickness or losses of any kind, however caused, arising in the course of or from the performance of the volunteer's work. Volunteers shall be obliged to be insured in a medical and accident scheme to cover such risks and contingencies. This shall be specified in the written agreement with the volunteer.

Use of IUCN library

Units accepting volunteers are responsible for making the necessary arrangements for their use of the IUCN library or any other library, if required for the work of the volunteers.

Working hours

Volunteers carry out their assignments according to the schedule of working hours agreed with the line manager; not to exceed normal working hours except by mutual agreement.

Leave

Due to the nature of the appointment, a volunteer is not entitled to annual leave. However, any time-off should be agreed between the volunteer and the manager concerned.

Absence

Volunteers should inform their line manager in case of illness or other circumstances that might prevent them from maintaining their agreed schedule of working hours.

Training

Training of volunteers will generally be in the form of on-the-job training. In addition, volunteers will be invited to join orientation courses or selective information sessions concerning the programme work of IUCN and may attend staff meetings as observers.

Conduct and confidentiality

- Volunteers are required to conduct themselves at all times in a manner that is compatible with their responsibilities as IUCN volunteers and in accordance with the standards of conduct expected by IUCN as set out in the IUCN Global Human Resources Policy.
- Volunteers are required to keep confidential any and all unpublished information acquired during the course of their engagement and may not publish any reports or papers on the basis of information obtained, unless authorised to do so by IUCN.
- Volunteers must abide by the rules and regulations of IUCN.
- Volunteers are not authorised to speak or write on behalf of IUCN without prior consent of the managing officer of the duty station concerned.
- Volunteers may neither make any claim against IUCN for sickness and accident nor claim any compensation.
- Volunteers may not commit any resources of IUCN.
- Volunteers may not misuse IUCN's position for personal advantage.

Volunteers must abide to the rules set in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

Introduction

This section specifies procedures dealing with temporary personnel employed under short-term contracts of defined duration (not exceeding six months). Temporary personnel are normally hired to replace staff members who are absent or, in some cases, to provide service in conferences.

Responsibility

Line management:

- Obtains approval for recruitment of temporary personnel.
- Provides HRMG with the following required information, for contract purposes: salary, starting day, period of appointment and cost centre.
- Prepares position description.
- Ensures temporary personnel have the necessary space, equipment and supplies to start working.

HRMG:

- Keeps a file of available temporary personnel, or out sources such services from an external employment agency.
- Prepares contracts, ensuring timely signature.
- Ensures full compliance of contracts with local laws and procedures.
- Maintains original copies of all contracts on file.
- Monitors ending dates of temporary contracts and reminds management to inform the persons concerned.

Procedure

1. Approval for recruitment

Line managers wishing to contract temporary personnel must get approval through the procedure prevailing at the duty station (refer to [Annex 1 – Standard recruitment/extension form](#) which provides a model to request approval). This shall include confirmation of available budget. Terms of reference, as appropriate, shall be submitted as well.

2. Contract issuance

HRMG will submit the contract and relevant attachments to the head of duty station, for review and signature. Temporary personnel will return a signed copy of the contract to HRMG before commencing appointment.

All obligations and entitlements shall be specified in the contract. Temporary personnel contracts must abide to the rules set in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

3. Temporary personnel working on an hourly basis

To facilitate the recording and approval of working hours, please refer to [Annex 5 – Standard time sheet](#).

Policy references

- Delegation of Authority (X.1 - Purchasing / X.3 - Implementation of contracts)

Introduction

IUCN hires consultants to supplement skills that might not be regularly required, or in cases when the organisation does not have the time and/or capacity to perform certain activities or develop specific products. While normally consultants are independent individuals, they may be part of an organisation. Consultants can also be specialised agencies or companies that provide such services.

Responsibility

- Line management:
- Obtain approval for engagement of consultants.
 - Draft contracts according to the established format and forward them to HRMG for review.
 - Prepare terms of reference.
- HRMG:
- Ensure full compliance of contracts with local laws and regulations.
 - Develop and update a standard format for consultancy contracts.
 - Maintain original copies of all contracts on file.
 - Monitor ending dates of contracts and remind management to inform the persons concerned.

Procedure

1. Approval for engagement of consultants

The line manager concerned must obtain approval to engage a consultant through the procedure prevailing at the duty station, and under the considerations of the *Delegation of Authorities* policy. This shall include confirmation of available budget by Finance.

The line manager concerned must draft the contract according to the established format.

The contract and terms of reference must be reviewed by HRMG, who is responsible for ensuring: (i) full compliance of contracts with local laws and regulations, and (ii) conformity with the [HRMG guidelines for consultant contracts](#), which forms part of this procedure.

2. Contract issuance

The consultant will return a signed copy of the contract to HRMG before commencing his/her activities.

The services of consultants are governed exclusively by the terms and conditions set out in the agreement and all obligations and entitlements shall be specified in the contract. Consultancy contracts must include a section on “Obligations of consultants”, as specified in [Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers](#).

Guidelines for HRMG

Importance of consultancy contracts

Written consultancy contracts are important for the following reasons:

- to represent the legal liability of IUCN vis-à-vis a third party;
- to define the scope of work, the cost and timing, and the obligations of the consultant;
- to avoid misunderstandings regarding the work involved;
- to avoid and limit liability in case of accident or death of consultant. General conditions of contract must clearly state that “IUCN does not accept any liability for acts of third parties, accident, sickness or losses of any kind, however caused, arising in the course of or from the performance of the contract. The consultant is advised to take out whatever insurance is appropriate to cover such risks and contingencies”;
- to prevent litigation;

Conditions of contract

A consultant shall only be engaged under a consultancy contract if the following conditions are met:

- the services to be performed are in the nature of a set piece of work or a specific assignment to be completed, as opposed to time employed (e.g. preparation of a paper or document);
- the services to be performed are of an intermittent or part-time nature rather than subject to normal working hours or continued periods of service (e.g. on a daily or weekly basis or when actually employed);
- the services to be performed, if of a continuous nature, are of such a short duration (e.g. for a period of less than 12 months) so as not to warrant the administrative costs of appointing the individual under the IUCN Global Human Resources Policy;
- the services of the individual concerned cannot be economically or easily obtained through an appointment under the IUCN Global Human Resources Policy;
- the services to be performed call for highly specialised knowledge or expertise that cannot be obtained otherwise.

Remuneration

The determination of the amount of remuneration shall follow the rules set in the Delegation of Authorities policy, under the annual budget and following confirmation of available funds.

Line managers shall determine the level of remuneration on the basis of:

- the nature of the services/work to be performed, i.e. the complexity/difficulty and extent of the work to be performed, and the degree of expertise required to perform the work;
- the consultant's qualifications and experience which must be appropriate to the level of service required;
- the estimated time required to perform the appointed task, even though there might be no direct relationship between the complexity of work and time of contract;
- current market rates - fees paid must relate to the status of the consultant.

The total remuneration payable to the consultant shall be specified in the agreement, in gross terms, i.e. before tax. However, value added tax (VAT) should be detailed depending on local legislation. IUCN shall not be responsible for the payment of any taxes due on the remuneration paid to the consultant by IUCN for his/her services. The payment of any taxes for which the consultant is liable shall be the sole responsibility of the consultant. The consultant shall not be entitled to reimbursement of such taxes or to any benefit, payment or subsidy that is not expressly provided for in the agreement.

Legal status of consultants

Consultants are independent contractors and serve in a personal capacity. They are not bound to the Global Human Resources Policy.

IUCN shall be entitled to all property rights, including but not limited to patents, copyrights and trademarks, with regard to material which bears a direct relation to, or is made in consequence of, the services provided to IUCN by the consultant under a consultant contract.

Consultants subject to consultant contracts shall neither seek nor accept instructions regarding their services for IUCN from any Government or from any authority external to IUCN. Nor should they, during the period of their service for IUCN, engage in any activity that is incompatible with the discharge of their duties with IUCN.

Consultants are required to exercise the utmost discretion in all matters of official business of IUCN. They may not communicate at any time with any third party, e.g. Government or authority external to IUCN, any information known to them by reason of their association with IUCN that has not been made public, except in the course of their duties or by authorisation of the Director General or his/her designate. Consultants may not at any time use any such information to private advantage.

These obligations will be permanent and will not lapse upon cessation of their services to IUCN.

Detailed content of a consultant contract

A consultant contract should normally contain the following information:

- Parties involved: The name and address of the consultant, whether it is an individual or an organisation, the name of the responsible manager acting on behalf of IUCN and the project/cc number.
- Duration of contract: The contract may state either the beginning and ending dates of an assignment, or a maximum number of working hours/days within a period of time. No contract should be backdated. If for any reason a contract is backdated the responsible manager must provide written explanation to the head of the duty station.
- Duties of the consultant: The contract may refer to Terms of Reference attached as an Annex to the contract. These Terms of Reference should include the following:
 - the services to be provided by the consultant;
 - the timing of the submission of various documents pertaining to the project;
 - the nature of the reports to be furnished and the dates when they must be completed;
 - any other special material to be completed;
 - the timing and nature of any meetings;
 - travel that may be required and the basis on which travel be undertaken;
 - if applicable, whether office facilities/equipment will be made available to the consultant.
- Remuneration: The contract must specify the level of remuneration and whether it will be made on a daily or monthly rate or at a fixed price. It should also indicate the budget line to be used and mode of payment. Normally, fees will be paid at a rate of 30% upon signature, 30% at the submission of the initial draft and the remaining 40% upon satisfactory completion of the assignment. Final payment should only be made upon confirmation that the work has been completed. Remuneration will normally be paid directly to the consultant or the organisation as set down in the contract.
- Health status: It is advisable that a consultant expected to work in any IUCN office completes a statement of good health. Normally, consultants should not be authorised to travel outside the country of their normal residence at the expense of IUCN unless the consultant concerned submits a statement from a recognised physician certifying that he/she is in good health, is fit to travel and has followed the required health protection measures for the country or countries to which the consultant is to travel.
- Insurance schemes: IUCN requires that medical, accident and life insurance cover the consultant, and the consultant is responsible for arranging this coverage. They are not eligible to participate in the life or health insurance schemes available to IUCN staff members. IUCN accepts no

responsibility for death, illness or injury of any consultant. Consultants are required to provide proof of such coverage.

- **Payment of travel expenses:** Any reimbursement to the consultant of travel expenses will only be made according to what is specified in the contract. This should clearly indicate whether the consultant will be reimbursed on actual costs or on the basis of the IUCN daily subsistence allowance (per diem). If reimbursement is on the basis of actual cost, a daily maximum should be specified. In the case of an all-inclusive contract all expenses are incorporated in the fixed price agreed in advance. The mode of travel should always be the shortest route and/or the most economical route.
- **Modification to contract:** This clause should state that any modification to the contract must be in writing and agreed between the two parties. The responsible department must justify any amendment.
- **Payment currency:** The currency of payment shall be clearly specified in the contract/agreement. Consultants who are not required to travel outside of their country of residence are normally paid in the currency of that country unless otherwise agreed prior to the signing of the contract.
- **Deliveries:** The number of reports to be submitted and to whom they should be submitted before final payment is made must be indicated in the contract.
- **Termination clause:** The contract must contain all provisions in respect of termination either by the consultant or IUCN (as specified below).
- **Signatures:** The parties to the contract must sign the contract agreement.

Termination of contract

Either party through written notice, may terminate a consultancy contract. The period of notice shall be one week for an agreement for a period of less than three months, and two weeks for an agreement for a longer period. In the event of the contract being terminated prior to the date of expiration the consultant shall be compensated on a pro-rata basis for no more than the actual amount of work performed to the satisfaction of IUCN. Additional costs incurred by IUCN resulting from the termination of the agreement by the consultant shall be deducted from any amount due to him/her by IUCN.

Upon termination of the contract the consultant shall promptly return to IUCN all original literature, documentation or any other technical or scientific information that is the property of IUCN. Consultants shall not copy such information prior to their return to IUCN.

Evaluation of consultancy

Following the completion of the service or delivery of the product specified in the agreement, it is advisable that the manager responsible provides an evaluation of the performance of the consultant. These evaluations shall be copied to HRMG for filing purposes or, if available, introduced in a database.

Settlement of disputes

In the event of any dispute arising out of, or in connection with, a consultancy contract, attempts should be made to settle the dispute by negotiation. Should any further dispute arise which might result in legal action by either party in respect to the contract, the laws and courts of law of the country where the contract issuing office is located shall be the sole applicable authority.

Chapter 2

Position management

Policy references

- Global Human Resources Policy (9.1. Position descriptions/Terms of Reference)

Introduction

Position descriptions/Terms of Reference shall be reviewed and updated annually, normally during the performance evaluation discussions. The position description is used as the basis for the position evaluation process ([see Chapter 2, Section 3 – Position evaluation](#)).

Responsibility

- Line management:
- Prepares and signs, in consultation with the staff member concerned (if there is one), a position description in the format provided by HRMG.
 - Attaches a position description to all requests to create new positions or to fill vacancies ([see Chapter 1, Section 1 - Recruitment process](#)).
 - Ensures position descriptions are kept up-to-date and approves changes to position descriptions in agreement with the staff members concerned.
 - Provides signed copies of position descriptions to HRMG for final approval.
- HRMG:
- Provides a generic format for all position descriptions.
 - Follows the position evaluation process when required.
 - Keeps a file of all position descriptions for the duty station.

Procedure

1. Approval

The line manager is responsible for providing an approved position description to HRMG when submitting a request to create a new position and/or when the recruitment process for a vacant position has been cleared to start (refer to [Chapter 1, Section 1 – Recruitment process](#)). This document is used as the basis for the recruitment process and it will also be an integral part of the staff member's contract.

2. Updating

Position descriptions may be revised by the staff member concerned, when duties and responsibilities change, provided that the line manager approves. Revised position descriptions can then provide the basis for a re-evaluation of the position and further re-classification at a new function group/grade (see [Chapter 2, Section 3 – Position evaluation](#)). In cases where responsibilities may decrease, the line manager may also request a revision of the position description and a subsequent re-evaluation of it.

3. Format

A position description shall contain the following sections:

- Title of the position
- Duty station
- Department or unit
- Line manager: It is the position with supervisory responsibilities over the described position.
- Work percentage: This can be higher than 100% if the position is to be shared by two or more staff appointed to it.
- Function group/grade: It's the classified function group/grade of the position.
- Date: Date when the position description has been approved.
- Background: A brief introduction may be useful, especially for proposed new positions.
- Job description: Description of the main duties and responsibilities of the position (including, if applicable, responsibilities over human and financial resources, autonomy of the job, internal and external contacts).
- Requirements: Knowledge, skills and experience necessary to fill the position (including, if applicable, international experience, languages and technological skills).

Guidelines for HRMG

A position description is the collected information about the duties, responsibilities and requirements assigned to a position, or a group of positions performing similar work. A position description listing the duties and responsibilities is not necessarily all encompassing but rather provides a framework within which work can be delegated or initiated. It provides a representative sampling of the type and level of work and responsibilities. It is an administrative tool serving many purposes, such as organisational analysis, recruitment, training, performance evaluation, staff review, career development, position evaluation, as well as salary surveys and administration.

Policy references

- Global Human Resources Policy (9.2. Grade structure)

Responsibility

HRMG: - Maintains the grading structure up to date, keeping abreast of changes in the market and developments in human resources management.

Procedure**1. Grade structure**

The IUCN grade structure differentiates eight function groups in four different generic categories:

Grade	Function group	Generic category
1	A1	Support
2		
3		
4	A2	
5		
6	A3	
7		
8	P1	Professional
9		
10	P2	
11		
12	M	Management
13		
14	R	
15	S	Senior

2. Post classification

A position can be classified to a specific function group/grade only after a comprehensive position description is developed. Classification is then done by evaluating the position description. Such processes are described in [Chapter 2, Section 1 – Position descriptions](#) and [Chapter 2, Section 3 – Position evaluation](#).

3. Salary scales

The grade structure is the basis to create a salary scale (see [Chapter 3, Section 1 – Competitive compensation structure](#)).

Introduction

Position evaluation is the procedure by which a position is analysed and then classified under a certain function group/grade. All established positions in the organisation must be correctly classified within the grading system. It is important to note that function groups/grades are assigned to *positions* not people.

Responsibility

Line management: - Follows the procedures set out to create or update a position description (see [Chapter 2, Section 1 – Position descriptions](#)).
- Submits requests for classification of new positions, as part of the approval process for recruitment (refer to [Chapter 1, Section 1 - Recruitment process](#)).
- Requests changes to the classification of existing positions to HRMG, together with the corresponding updated position description.

HRMG: - Using position evaluation methods and tools, assigns grades to new positions or decides whether or not a reclassification of an existing position is warranted.

Procedure

1. Necessity of a position evaluation

Position evaluations are normally held:

- a) When a position falls vacant and a major change in functions and responsibilities has taken place or is expected to take place;
- b) Following a reorganisation entailing substantial modification of functions and responsibilities of a position or positions;
- c) At the request of the line manager when the functions and responsibilities of a position have substantially changed on a permanent basis;
- d) At the request of the incumbent when he/she considers that, for at least six months, he/she has been performing functions and assuming responsibilities different in nature from that indicated in the position description of the position occupied;
- e) At the initiative of HRMG;
- f) When a new position is created for duration of six months or longer.

2. Request for evaluation of new positions

Line managers seeking approval to create a new position, shall provide HRMG with the corresponding position description well in advance, in order that it is properly evaluated and assigned to a function group/grade. This will serve as the basis to cost the position and to submit it to the budget process, together with the appropriate documentation.

3. Request for evaluation of existing positions

The first step to evaluate an existing position is to update the position description in order to clearly describe the new role of the job. The new description should be approved by the line manager.

The request to evaluate a position is normally made through the line manager. If this is not supported by the line manager, the request can be originated by the incumbent; however, HRMG will evaluate the reasons why such an evaluation is not supported.

4. Position evaluation process

Using position evaluation methods and tools, HRMG will: (i) assign a function group/grade to a new position or, (ii) determine whether or not the reclassification of an existing position is warranted.

5. Approval

The head of duty station approves a reclassification following the recommendation of HRMG. **Classification of all positions in function groups M and higher worldwide require approval of the Director HRMG at HQ** (refer to [Chapter 2, Section 2 – Grade structure](#) for a detail of function groups in the organisation).

Guidelines for HRMG

Establishing and maintaining the classification system is the responsibility of HRMG. The essential ingredients to do this are:

- Organisation charts (hierarchical relationship of positions)
- Position descriptions (required know-how and problem-solving skills, accountability)
- Evaluation tools and methods
- Market data, norms and practices.

Introduction

A special post allowance (SPA) is a payment designed to provide a financial compensation for the temporary assumption by a staff member of functions other than the usual duties.

An SPA may be granted only if the staff member is assigned to perform the functions of a higher level position for a temporary period, not less than one month and not more than one year, normally to fulfil the responsibilities of a vacant position in the organisation.

The granting of an SPA requires the approval of the head of duty station.

Responsibility

Line management: - Requests granting an SPA to a staff member and provides HRMG with the necessary information and justification for such a request.

HRMG: - Analyses the case and recommends approval, specifying the amount to be provided as SPA.

Head of duty station: - Approves the SPA.

Procedure

1. Approval

The request for granting an SPA is initiated by the line manager of the temporarily vacant position and forwarded to HRMG for consideration. The head of the duty station will then approve the SPA based on the recommendations of HRMG.

Each recommendation for the granting of an SPA should be supported by the following information:

- a) Description of the circumstances for the temporary assignment.
- b) Justification for selecting the staff member for the assignment.
- c) Proposed duration of the assignment.
- d) Indications of when the post will eventually be filled or when the incumbent's functions are back to normal.

2. Effective date of the SPA

The SPA is generally payable as of the day the staff member has started the assignment.

3. Discontinuation of the allowance

The SPA will be discontinued whenever the circumstances justifying the payment cease to exist.

When an SPA is discontinued, the staff member will revert to his/her regular salary level effective from the date on which the staff member ceased the assignment.

Guidelines for HRMG

Amount of SPA

The amount of the SPA shall normally be as follows:

5% of gross salary for assumption of the functions of a post one level above the level of the incumbent.

10% of gross salary for assumption of the functions of a post two levels above the level of the incumbent or when a staff member has been requested to carryout in addition to normal functions, the functions of another equally or higher graded post.

However, the amount may be greater should the incumbent's salary level not reach the minimum salary level of the post to which he/she is assigned through the percentage increase. In such cases the gross salary shall be increased to the minimum salary level of the grade to which he/she is assigned.

Chapter 3

Compensation and benefits

Policy references

- Global Human Resources Policy (10. Compensation and benefits)

Responsibility

- Head of duty station:
- Ensures that the duty station establishes a competitive compensation system that reflects the conditions of the market.
 - Approves salary scales for the duty station.

- HRMG:
- Regularly conducts compensation surveys
 - Reviews salary scales on an annual basis and submits them to the head of the duty station for approval

Procedure

1. Compensation surveys

HRMG should regularly conduct compensation surveys with a significant group of comparable organisations at a local level with the objective of determining the market pay point (MPP) for each grade in the duty station. The MPP reflects the average compensation that this group of organisations would be willing to offer to an employee in a position classified at a given grade.

This kind of survey should be regarded as an assessment of the market situation, providing IUCN with the means to adapt to changing conditions and provide compensation opportunities that are appropriately competitive within the labour market of the duty station, but which take into account the need to maintain them affordable within the organisation's financial spectrum.

In cases where the costs of conducting this kind of survey are too high, given the number of staff in a duty station or the impossibility to find an adequate spectrum of similar organisations, the Director of Human Resources shall be consulted on the way to proceed.

2. Comparable organizations

Comparable organizations are organizations which have a similar scope of responsibilities (thematic, international scope, non-lucrative, etc.) and that would be competing for potential or current IUCN staff in the market.

3. Process

After establishing comparable organisations, the jobs to be reviewed have to be identified (usually called benchmark jobs). Benchmark jobs are relatively stable within the organisation hierarchy, and the content of these jobs is not likely to change significantly over time. The content of each job (know-how, problem-solving, accountability) is the basis for pay level comparison. This approach is much more precise than comparing job titles only.

HRMG shall meet with each organisation as part of the survey to determine their compensation policies, working conditions and benefits.

4. Salary scales

HRMG is responsible for maintaining an appropriate salary scale in which each function group/grade is assigned to a salary range with a minimum, market pay point (MPP) and maximum, whereby normally the minimum is 80 % of the MPP and the maximum 120 % of the MPP.

Salaries should be within the minimum and maximum of the salary range established for the applicable function group/grade. Refer to [Chapter 3, Section 2 – Salary reviews](#) for the procedure to follow for salaries below the minimum.

Policy references

- Global Human Resources Policy (10. Compensation and benefits)

Responsibility

- Head of duty station:
- Ensures that the duty station's budget includes appropriate provisions for salary adjustments.
 - Submits all necessary justifications and documentation for budget approval.

- HRMG:
- Keeps abreast of the latest developments in market practice.
 - Follows-up the official government cost of living index.
 - Advises line management on cost of living increases and provides the necessary documentation for budget submission purposes.
 - Follows-up staff salaries and advises line management of potential salary adjustments for budget submission purposes.

Procedure

1. Position of base salary within the respective salary range

Salaries should be within the minimum and maximum of the salary range established for the applicable function group. Salaries below the minimum should be adjusted to that level, provided that the duty station's approved budget affords such adjustment, and unless valid reasons justify an exception. A valid reason, for instance, would be that a recently appointed incumbent does not yet possess all the experience and qualifications required by the corresponding position description. Equally, salaries above the maximum should be brought down to that level over a period of time.

IUCN is a "knowledge and learning organisation". The retention of our knowledge-base (talent) is therefore of utmost importance. As a guideline and subject to satisfactory performance, the salaries of staff members with a seniority of between 8 to 10 years in the same function group would normally be positioned at a level of at least 95% of the market pay point (MPP) of the corresponding function group (refer to [Chapter 3, Section 1 – Competitive compensation structure](#) for a description of MPP's).

A salary position review takes place annually, normally during the month of April. The review is a joint exercise between the head of duty station, senior management and HRMG after consultation with line management. Salary adjustments under this concept, effective on 1 April, must be approved by the head of duty station.

The head of duty station is responsible to include the necessary budget provisions for salary position reviews, based on the advice of HRMG. For approval, the budget proposal shall include appropriate supporting documentation.

2. Cost of Living Adjustments

All staff members who, on 1 January of each year, have been in the service of IUCN for six months or more are entitled to a cost of living adjustment, provided that the duty station's approved budget affords such adjustment. The head of duty station is responsible to include the necessary budget provisions for cost of living adjustments based on market practice, the financial situation of the duty station and the official government cost of living index (November – November). For approval, the budget proposal shall include appropriate supporting documentation.

The cost of living adjustment if granted, expressed as a percentage of base salary, becomes effective on 1 January of each year.

3. Rewards for merit

Please refer to [Chapter 4, Section 1 – Performance management](#).

Policy

- Global Human Resources Policy (10. Compensation and benefits)

Responsibility

- Head of duty station:
- Ensures that the duty station offers a benefit package that is appropriately competitive within the local labour market and which takes into account the need to maintain it affordable within the organisation's financial disposition.
 - Ensures that staff members, in particular those who travel on behalf of IUCN, have adequate insurance coverage.
- HRMG:
- Researches and advises the head of duty station on benefit opportunities, insurance coverage and market trends.
 - Takes care of benefit administration (enrolments, departures, etc.)
 - Ensures staff members are fully aware of the rights and obligations pertaining benefits.
 - Assists staff members and answers benefit related queries.

Procedure

The set of benefits provided to staff members is defined locally, and shall be equally available to all staff members employed by the organisation at a given duty station. The competitiveness of the benefit package offered to staff members may be evaluated as part of a compensation survey ([refer to Chapter 3. Section 1 – Competitive compensation structure](#)).

Benefits must not be confused with expatriate staff allowances, which are defined in the Guidelines and Procedures for Expatriates.

Chapter 4

Performance management

Policy references

- Global Human Resources Policy (11. Performance Management)

Introduction

Performance management at IUCN is a cycle of continuous performance enhancement consisting of three major phases - performance planning; progress review and feedback; and the annual performance evaluation. Each phase includes distinct activities to be carried out during the annual performance cycle by line managers and staff. Performance management is the main tool to identify individual career development objectives and to target individuals for succession planning.

Responsibility

- Line management:
- Sets attainable, measurable performance targets/outputs/objectives with staff under supervision, based on programme objectives for the year ahead.
 - Reviews progress on a permanent basis, providing feedback as required and enough opportunities to supervised staff members in order to resolve work related issues (refer to [Chapter 4, Section 2 – Progress review and feedback](#)).
 - Provides coaching and on the job training when necessary (refer to [Chapter 5, Section 2 – On the job training](#)).
 - Initiates the annual performance evaluation process, as established by HRMG (refer to Chapter 4, Section 3 – Annual performance evaluation).
 - Discusses areas for improvement and training needs (refer to [Chapter 5, Section 1 – Training needs assessment](#)).
- HRMG:
- Provides advisory service as required.
 - Advises the head of duty station in the preparation of performance recognition plans.

Procedure

1. Performance planning

Line managers should establish attainable, measurable yearly performance targets, outputs and objectives with staff under supervision, based on programme objectives for the year ahead. These should be accompanied by the standards by which they will be measured by. This is normally made as soon as a staff member is engaged to work for IUCN, at the end of a probationary period, at the annual performance evaluation or following organisational changes.

2. Progress review and feedback

Regular progress review and feedback are critical components of performance management. Both line managers and staff members are responsible for the success of performance management (refer to [Chapter 4, Section 2 – Progress review and feedback](#))

3. Annual performance evaluation

Refer to [Chapter 4, Section 3 – Annual performance evaluation](#).

4. Rewards for merit

Refer to [Chapter 4, Section 4 – Rewards for merit](#).

5. Unsatisfactory performance

Unsatisfactory performance should be dealt with by the mechanisms described above (progress review and feedback, training, on-the-job training, etc.). Reiterated unsatisfactory performance can form the basis for termination of employment. This must be properly documented and must be in line with local law.

Policy references

- Global Human Resources Policy (11. Performance Management)

Introduction

IUCN endeavours to provide a supportive, harmonious working environment, which allows staff members and line managers to honestly discuss work related problems or suggestions in order to improve performance. Staff should be able to bring job related issues to the attention of their line managers with the assurance that the matter will be given serious consideration. Line managers have the responsibility for reviewing progress and providing feedback as an integral part of the performance management cycle.

Responsibility

- Line management:
- Provides enough opportunities to staff members for the solution of work related issues.
 - Reviews progress on a permanent basis, providing feedback as required.
 - Provides coaching and on the job training when necessary (refer to Chapter 6, Section 2 – On the job training)
 - Maintains an adequate working environment where staff members are treated honestly, with dignity and respect.
 - In cases of grievance, follows the appropriate procedures (refer to Chapter 8, Section 2 – Grievance procedure)

- HRMG: - Provides advice to line managers as requested.

Procedure

Staff members should approach their line manager as a first instance to discuss work related issues as soon as they appear.

Line managers are responsible for holding regular work related discussions with supervised staff and to provide enough feedback in order to indicate areas where performance should be improved. Interaction should not be limited to the annual performance evaluation, which is an exercise that does not substitute the need for regular discussion. Line managers should observe and record specific examples of performance whenever they occur, providing specific feedback as required. Feedback can be positive or corrective and both should be acknowledged.

Effective feedback is:

- Timely: It is as immediate as possible
- Specific: It is detailed and descriptive.
- Behaviourally based: It addresses behaviour, not character, motivation or personality
- Balanced: It acknowledges positive behaviour as well as opportunities for improvement.
- Actionable: It is something upon which the receiver actually has the ability to effect change.

There are certain principles which line managers should follow as a matter of course, and which form the basis to build a team that achieves good performance. As part of their core responsibilities, line managers are expected to:

- Provide an open space for staff to express work-related problems or concerns.
- Address problems immediately, and do not postpone addressing them until the annual performance evaluation.
- Keep staff informed, by letting them know what the goals are as well as the standards by which they will be measured by.
- Maintain staff sufficiently involved by properly delegating responsibility and authority and by encouraging independent action.
- Ensure that staff are sufficiently challenged, by providing them with important and worthwhile work to do, as allowed by the job.
- Act in a consistent and dependable manner and treat people in a polite and considerate way.

Policy references

- Global Human Resources Policy (11. Performance Management)

Responsibility

- Line management:
- Personally hands over to the staff member the forms to be completed and agrees on a date and venue for the performance evaluation meeting.
 - Completes the evaluation form with the staff member (refer to [Annex 8](#) and [Annex 9](#) for performance evaluation forms).
 - Ensures the staff member has a copy of the previous year's review and also of any other relevant correspondence between them.
- HRMG:
- Communicates the process to all staff and makes the necessary forms available.
 - Establishes the time frame for the annual process.
 - Keeps a file of annual performance evaluations.

Procedure

1. Preparation

A time frame for the annual performance evaluation process is established by the HRMG. The dates and corresponding process are communicated to all staff. Line managers agree with each supervised staff on a date and venue for the performance evaluation meeting. Prior to the review, it is recommended that the staff member and his/her line manager enter draft responses on the blank performance evaluation form for the discussion, and make notes of other discussion points.

2. Performance evaluation meeting

The annual performance evaluation meeting intends to provide a formal summarisation and record of the staff member's achievements and performance for the reporting period in relation to the performance targets, outputs and objectives agreed the previous year. These must be discussed to determine where the expectations have been met, exceeded, or improvement is necessary. This discussion in no way replaces any other discussions between staff members and line managers with regard to ongoing levels of performance and contribution. Thus, the review of performance should ideally not contain any surprises to either the line manager or the staff member.

3. Performance evaluation outputs

As a result of the meeting, a performance agreement should be established, setting the performance targets, outputs and objectives for the following year. Development needs should be identified and the means to acquire required knowledge, skills and/or expertise shall be noted. This will form the basic input to assess individual training needs (refer to [Chapter 5. Section 1 – Training needs assessment](#)).

4. Performance evaluation form

Two referential forms are provided (refer to [Annex 8](#) and [Annex 9](#)), which can be adapted to suit specific needs. The line manager and staff member should be in agreement on the content of the performance evaluation form and both should sign. Finally, it must be countersigned by the second reporting officer.

5. Deadlines

All Performance evaluation forms must be completed by the stipulated deadline. If reviews are not completed by this deadline, the head of duty station has the authority to recognise this as unacceptable performance by the line manager and in this case this will be taken into account in the assessment of her/his performance. In addition line managers must complete the evaluations of their staff before their own is signed off by her/his line manager.

6. Distribution

The completed annual performance evaluation form for each staff member is part of his/her official personnel file in each department. Copies of the final form will be distributed to the staff member, line manager and the staff member's personal file in HRMG.

Policy references

- Global Human Resources Policy (11. Performance Management)

Introduction

Top performance is needed by the organisation to accomplish its mission, to guarantee long term sustainability and survival and to maintain donor confidence. It is therefore sound practice to reward those individuals in the organisation who respond to this essential requirement.

Responsibility

Head of duty station: - Ensures that the duty station's budget includes appropriate provisions for granting merit rewards.
 - Approves the final selection of staff members deserving a reward.

Line management: - Ensures that the performance of every staff member is evaluated annually.
 - Recommends to the head of duty station those staff members who, according to his/her judgment, have achieved a level of outstanding performance.
 - Provides non-monetary rewards when appropriate.

HRMG: - Provides advice to line managers as requested.

Procedure

1. Identification of individuals

Individuals who have performed outstandingly are identified through the performance evaluation process which takes place between January and March of each year. Upon completion of this process, each line manager will recommend to the head of duty station those staff members who, according to his/her judgment, have achieved the level of outstanding performance. Based on these proposals, the head of duty station in consultation with line management will make the final selection of those entitled to a reward and will also determine the form and size of the reward, provided that the duty station's approved budget affords it.

Not more than 20-25% of staff members will fall into the category of "outstanding performance" at any time.

2. Granting rewards

The reward is expressed as a percentage of base salary and can be granted either as salary increase, as bonus, or a combination of the two. The particular circumstances of each staff member need to be taken into consideration to make this decision. A staff member must have at least one year of service on 1 April to qualify for a merit reward. Rewards are effective on 1 April of each year and require the approval of the head of duty station.

3. Rewards budget

The head of duty station is responsible to include the necessary budget provisions to grant merit rewards. The total amount for merit rewards shall normally not exceed 1% of the total budgeted annual payroll.

4. Non-monetary rewards

Recognition for performance is not always monetary. Line managers should acknowledge good performance immediately, providing recognition (public or private) when it is due. Aside from this, good performance can be recognised by providing training opportunities, increasing the authority of the staff member, encouraging more independent action or ensuring that the staff member is sufficiently challenged, by providing him/her with increasingly important and worthwhile work to do, as allowed by the job.

Chapter 5

Professional development and training

Policy references

- Global Human Resources Policy (12. Professional development and training)

Responsibility

- Line management:
- Primary responsibility for mentoring and coaching staff.
 - Support the need for continuous learning and individual development, as required by each staff member.
 - Review with their staff, normally at the performance evaluation process, the specific skills necessary for each job and areas where specific training may be needed.

- HRMG:
- Based on information provided by line management:
 - . prepares and costs a training programme for the duty station;
 - . assists in finding suitable solutions for training on specific areas, and;
 - . assists in providing the necessary logistics for training events.

Procedure

1. Identification of needs

Staff members have the responsibility, in consultation with their line managers, to identify their training needs in relation to their jobs, the strategic and operational goals of IUCN, and their career aspirations. This is normally done as part of the performance evaluation process.

Nevertheless, at any point in time, staff members are encouraged to consult, in first instance, with their line managers for advice and assistance on training and development issues and needs, or directly with HRMG when this support is unavailable. Staff members are responsible for submitting to their line manager the necessary requests and appropriate documentation required in connection with their training.

2. Training programme

Based on the above, each line manager is responsible for making appropriate recommendations to HRMG and/or head of duty station for their supervised staff members to be considered for specific training. Together with the line manager, HRMG will prepare a training programme taking into consideration the financial resources available, and will seek out and cost specific solutions to meet such training needs. This can be in the form of external or internal training.

On-the-job training is under full responsibility of the line manager (refer to [Chapter 5. Section 2 – On-the-job training](#)).

3. Approval and budget

A prospective training programme shall be approved by the head of duty station, with previous consultation with line managers and HRMG, when required. The cost of a training programme shall be provided as input for the annual budget process, for it to be formally approved.

4. Logistics

HRMG will assist in organizing the logistics of training events scheduled throughout the year.

Guidelines for HRMG

External training

HRMG, based on training needs expressed by line managers, should identify prospective training service providers in the market, as part of the preparation of a training programme. Ideally, a register of available providers should be maintained.

The cost of a training programme should be maintained within budget. For that purpose, it is necessary that issues such as priorities, cost-benefit, impact on the organisation, as well as other important factors are taken into account when evaluating which training courses will be chosen.

HRMG shall assist in providing the necessary logistics for training events.

Internal training

Staff members possess a vast amount of work-related knowledge and skills, which could be shared for the benefit of other staff and for the organisation as a whole. Much of this knowledge is normally channelled by on-the-job training; however, specially organized training sessions, workshops or courses represent a very effective way of making this knowledge available to a greater audience.

Although this is a clear advantage for the organisation as a whole, it also represents a great opportunity for the individuals who are contributing with their knowledge and skills, both in terms of satisfaction and professional development. It also provides a space for staff to exchange their knowledge and share their experiences applied to real work situations. Furthermore, it creates opportunities for staff interaction and getting to know each other.

HRMG, based on training needs expressed by line managers, will identify prospective internal trainers and training opportunities within the organization, as part of the preparation of a training programme. Staff members should be encouraged, in consultation with their line managers, to express their interest in performing as trainers for a given theme.

HRMG, will prepare an estimation, in consultation with prospective trainers, of the estimated time and resources required, and will provide this information to the corresponding line manager, who will approve or not based taking into consideration such time and cost factors. Internal training shall not conflict with normal work commitments.

HRMG shall provide advice, instruction and backstopping to selected staff members who serve as trainers and resource persons.

Ideally, internal training should be included as part of the annual training budget of a duty station. Therefore, the cost centre providing the staff member acting as trainer may seek appropriate compensation for staff time. This may be calculated following the duty station's policy for charge out rates calculation.

HRMG shall assist in providing the necessary logistics for training events.

Policy references

- Global Human Resources Policy (12. Professional development and training)

Introduction

While formal training programmes are recognised as essential, the on-the-job training approach is one of the primary methods employed for developing staff. Formal training can only be effective if complemented by on-the-job training and practice.

As on-the-job training is a significant aspect of training for all staff, supervisors are responsible for providing on-the-job training to staff members under their supervision through constructive coaching and guidance, the proper design of work assignments, the careful setting of work goals, and the provision of regular performance feedback to the staff member.

Responsibility

- Line management:
- Sets attainable, measurable yearly goals with staff under supervision, based on programme objectives for the year ahead (refer to [Chapter 4, Section 1 – Performance Management](#)).
 - Ensures that each staff member has an updated position description (refer to [Chapter 2, Section 1 - Position descriptions](#)), a performance agreement and is familiar with all standard instructions pertinent to the job.
 - Selects, to the extent possible, work assignments that maximise the possibilities for learning by doing.
 - Structures assignments and determines the degree of supervision needed, bearing in mind the need to strengthen and develop staff members' judgmental skills.
 - Coaches staff members by helping with difficult work-related problems through discussion and example, providing explanations, if necessary, for decisions taken and ensures that staff members understand the reason for any changes made to their work.
 - Uses feedback from the performance management process to develop an on the job training programme which best meets a staff member's needs.

Procedure

Line managers at all levels are expected, as a matter of course, to assess each staff member's skills, capabilities, potential and development needs with respect to the staff member's assignment and to conduct an effective on the job training programme.

Chapter 6

Personnel files

Policy references

- Global Human Resources Policy (13. Personnel files)

Responsibility

Line management: - Respects the privacy of each staff member under supervision and treats confidential information with the utmost respect.

HRMG: - Maintains personal files for each staff member and ensures their confidentiality.
- Maintains a staff database with details of name, address, phone number, date of birth, marital status, family members, next of kin, social security number or its equivalent, work permit expiry date, passport number, and bank details.
- Ensures that personnel files comply with local legislation and practice on information and privacy.

Procedure

1. Maintenance of information

New staff members shall be required to complete a questionnaire outlining essential personal details.

If any personal details or situations change, HRMG should be informed so that records can be kept up to date. These records form the basis of information that must be provided annually to government authorities. IUCN may also need this information to contact families urgently.

2. Request to see information

If a staff member wishes to read his/her personal file, they will be handed the file in the presence of a member of HRMG, and allowed to read it, but not to take it away or remove information from it.

Guidelines for HRMG**Contents of personnel files**

Below, there's a suggested way of organising the information held in personal files. This classification may vary depending on the particular circumstances and needs of a particular duty station but it provides a basic guideline in order to maintain comprehensive information on every staff member (an asterisk * indicates that a file of the referred item is required as per IUCN policy).

Contract/Position description

- Approval to fill position *
- Application and selection results *
- Contract *
- Position description (see Chapter 4, Section 2 – Position descriptions)*

Personal

- Curriculum vitae
- Work Permit
- Other documentation where appropriate (e.g. to claim a specific allowance or benefit):
 - . School certificates, diplomas, etc.
 - . Birth and marriage certificates
 - . Divorce decrees
 - . Adoption papers
 - . Other required personal documents

Attestations

- Certificates of employment

Home leave / education allowance

- Home leave requests and approval *
- Requests for payment of education allowance and corresponding invoices *
- Certificates of attendance to school

Performance

- Performance Evaluation reports *
- Letters of recommendation
- Correspondence on unsatisfactory performance *

Salary

- Salary increase letters *
- Special post allowance approval *
- Requests for salary advance
- Overtime approvals *

Post classification

- Implementation of classification decisions *

Relocation

- Approval of moving costs *
- Invoices for removal costs, air tickets, etc. *
- Installation allowance *

Miscellaneous

- Leave requests
- Annual leave calendar *

Departure

- Notice of disciplinary actions and decisions *
- Notice of termination *
- Letters of resign *
- Settlement of final entitlements upon separation *

Filing of adverse material in personnel records

Adverse material shall mean any correspondence, memorandum, report, note or other paper that reflects adversely on the character, reputation, conduct or performance of a staff member.

Adverse communications will be shown to the staff member for comments. In that case, the material shown to the staff member and the latter's comments thereon will be filed in the staff member's personal file. Otherwise, the communication may not be taken into consideration for any official purpose and will not be included in the staff member's files.

Adverse material may originate from sources outside IUCN or from other staff members in their personal capacity commenting on a staff member's behavior or activities.

Anonymous communications relating to a staff member are not taken into consideration and are discarded.

Chapter 7

General employment procedures

Policy references

- Global Human Resources Policy (14.1. Sabbaticals)
- Delegation of Authority (XI.2 - Leave)

Introduction

Sabbatical leave is given for the purpose of pursuing advance study, conducting research studies, or securing appropriate professional experience. Sabbaticals are considered as leave without pay, must be approved by the Director General of IUCN and shall only be given to staff members who have served IUCN continuously for a period of five years or longer.

Sabbatical leave shall not be granted for a period of less than one semester or for a period of more than one year. Such leave may not be awarded to the same person more than once in six years and leave time shall not be cumulative.

Responsibility

Director General: - Approves sabbatical leave

HRMG: - Provides advice to the Director General

Procedure

1. Approval of sabbatical leave

A staff member who wishes to pursue advanced study, conduct research studies, or secure appropriate professional experience, shall obtain initial approval from his/her manager. The incumbent should prepare a request for sabbatical leave addressed to the Director General of IUCN, which must include the following:

- a) Purpose of the sabbatical leave request
- b) Time of leave
- c) Place of study or research
- d) Specific theme of study or research
- e) Explanation of the value of the sabbatical leave for IUCN

This shall be done at least six months in advance. HRMG will advise the Director General regarding any decision. After signed authorisation from the Director General, the sabbatical leave authorisation must be submitted to HRMG for review, filing and follow-up purposes.

2. End of leave and return to work

IUCN intends to benefit from the experience acquired by the staff member, by putting his/her new skills to the service of the organisation on return. Every endeavour shall be made to bring the staff member back to a position at a level equivalent to the one held previously, but it cannot be guaranteed that the staff member's prior position shall be available upon return.

After return to work, the staff member must submit a complete written report on the results and accomplishments of the sabbatical leave, which must include an account of the financial remuneration, if any, received during such leave.

Policy references

- Global Human Resources Policy (14.2 - Personal loans)
- Delegation of authorities (V.10 - Loans to staff)

Responsibility

Head of duty station: - Develops appropriate Personal Loan Rules for the duty station and submits them for clearance by the Chief Financial Officer at Headquarters and for approval by the Director General.
- Ensures the Personal Loan Rules are adhered to.

HRMG: - Reviews requests for loans and determines their accordance with the corresponding Personal Loan Rules
- Follows-up all ongoing loans and repayments.
- Permanently controls the total outstanding amount of loans.
- Recommends an adequate interest rate for loans which shall be approved by the head of the duty station.

Procedure

1. Approval

A loan is normally granted in cases of emergency. An emergency is defined as an unforeseeable set of circumstances resulting in financial hardship and calling for immediate action.

Staff members applying for a loan shall submit a formal request addressed to HRMG, who will analyse the case and submit it to the head of the duty station along with a recommendation and the status of ongoing loans, specifying the total amount outstanding. The Head of Finance shall provide his/her final clearing before the loan is approved. Loans are only made in the currency of the salary payment.

The maximum amount that may be loaned to a staff member shall be equivalent to one monthly instalment of the corresponding net salary.

Loans shall not be provided during the probation period of a staff member.

2. Repayment

The staff member shall undertake to repay the loan within a maximum of 12 months. HRMG will prepare a loan repayment schedule and will ensure the loan is recovered. This will normally be done through the payroll. Loans shall be subject to interest not exceeding the prevailing local rates applied by banks.

3. Termination before end of loan

If a staff member who has been granted a loan leaves IUCN the loan and pre-determined interest shall be deducted from the salary due during the notice period. If this is not possible, the staff member shall provide a guarantee with security to repay to IUCN in entirety the loan and the pre-determined interest on it.

4. Request for another loan

A staff member may request another loan only one year after final repayment of a previous loan.

Policy references

- Delegation of Authority (XI.2 - Leave)

Introduction

Leave should be taken in order that there is minimum interruption of work schedules and ensuring that staff members are available to cover for their colleagues when they are away. It is the line manager's responsibility to ensure that supervised staff members plan their annual leave.

The procedure set below should be applied provided there is no contradiction with local labour laws and the relevant Conditions of Service of the duty station.

Responsibility

- Line management:
- Ensures that supervised staff members plan their leave in a way that minimises work interruption.
 - Monitors leave taken by supervised staff and ensures that, at least, the adequate minimum is taken.
 - Authorises and sign leave requests from staff members.
- HRMG:
- Keeps a file of leave requests from staff.
 - Provides each staff with information regarding the outstanding leave balance before the end of each year and warns staff members that have excess days left.
 - At the beginning of the year, provides each staff member with an updated leave balance.
 - Provides assistance in case of questions, interpretations, pro-rata calculations or special situations.

Procedure

1. Approval of leave

Every staff member shall co-ordinate leave with his/her manager. It is advisable that each manager has a complete calendar of forthcoming planned leave from his/her staff in order to minimise work interruption. A staff member wishing to take leave must get signed authorisation from his/her manager well in advance. Authorisations must be submitted to HRMG for filing and follow-up purposes.

2. Accrued annual leave

Accrued annual leave shall be administered according to local labour laws and the relevant Conditions of Service of the duty station.

3. Special leave

Special leave, defined as leave with full pay may be given on special situations, shall be administered as specified by local labour laws and the relevant Conditions of Service of the duty station.

Introduction

This procedure sets rules to manage the secondment of IUCN staff members to other organisations. During this period, the staff member will normally continue to be subject to the human resources policies and procedures of the releasing IUCN office, will be kept on its payroll, and will retain his/her employment conditions.

The services of staff seconded to other organisations are governed exclusively by the terms and conditions set out in the letter of agreement, where all obligations and entitlements shall be specified. The releasing IUCN office will seek reimbursement of costs according to the provisions of the letter of agreement. The agreement shall include the corresponding overheads to cover administration costs.

Responsibility

Line management: - Obtains approval to second a staff member to another IUCN office or external organisation.

HRMG: - Negotiate the terms of agreement with the receiving organisation or IUCN office.
- Ensure full compliance of agreement with local laws and procedures.
- Ensure timely signature of the agreement.
- Maintain original copies of all secondment agreements on file.
- Administer the production of invoices and ensure that cost reimbursements from the concerned organisation or IUCN office are made on time.

Procedure

1. Approval

Approval to second a staff member to another IUCN office or external organisation must be given by the head of the duty station. A staff secondment shall not disrupt the normal activities of the duty station or alter the execution of programme objectives.

2. Agreement review and signature

HRMG will negotiate the terms of agreement with the receiving IUCN office or external organisation.

3. Cost reimbursement

According to the provisions set out in the letter of agreement, HRMG will periodically invoice the receiving IUCN office or external organisation for all costs, including salaries and social charges, overheads and any other expenditure subject to reimbursement.

4. End of secondment

It is recommended that the receiving IUCN office or external organisation submits an evaluation of the assignment, providing a comprehensive appraisal of the results of the secondment. Such provision shall be stated in the letter of appointment. Agreement extensions are possible.

Guidelines for HRMG

General rules

The specific rules for secondment IUCN staff to other IUCN offices or external organisations may vary depending on the provisions established in the letter of agreement. Aspects such as contributions to the costs of the secondment will differ, however certain rules must normally be present:

- a) Seconded staff members will normally continue to be subject to the human resources policies and procedures of the releasing IUCN office.
- b) Seconded staff shall be kept under the releasing IUCN office payroll
- c) Rights of employment shall be retained, including salary and benefits.
- d) Financial disbursements should only be made from IUCN to the receiving IUCN office or external organisation or vice versa, within the terms of the agreement.
- e) The releasing IUCN office will normally administer leave, travel reimbursements, visas, work permits as well as installation and repatriation procedures unless otherwise agreed. The responsibilities to cover these costs must be clearly specified in the letter of agreement.

Supervision

During the secondment period, the staff member will be subject to supervision as per the conditions of the agreement.

Insurance

Seconded staff must be under medical, life and accident insurance. HRMG will make sure the coverage is adequate for the duty station. If there is a need to take additional coverage, the arrangements and responsibilities to cover such costs have to be included in the letter of agreement.

Any claim for compensation for service-incurred illness, injury or death will be made to, dealt with by and under the rules of the releasing IUCN office. This should be clearly established in the letter of agreement.

Visa and work permits

HRMG will make sure that all arrangements for visa and work permits, if necessary, are completed before starting the assignment.

Termination

Seconded staff may be suspended from duty in justifiable circumstances. In such event, IUCN will consult with the receiving IUCN office or external organisation to decide the appropriate consequential action. Such provisions shall be established in the letter of agreement.

Annual leave

Any leave entitlement for the period of secondment should be established in the letter of agreement. Leave will normally be administered by the receiving IUCN office or external organisation.

Travel on duty

If seconded staff members are required to travel on official business, entitlements will be governed by the rules of the receiving IUCN office or external organisation.

Installation and repatriation costs

Installation and repatriation costs, including travel costs for the seconded staff and his/her dependants and removal of household effects will be determined under and administered by the rules of the

releasing IUCN office. Arrangements and responsibilities to cover such costs have to be established in the letter of agreement.

Provision of information

The releasing IUCN office will normally provide the receiving IUCN office or external organisation the following information about the staff member, depending on the provisions and arrangements established in the letter of agreement:

- Name, nationality and date of birth;
- Place to which he/she is to be returned if he/she has such an entitlement, or the recognised home if different;
- Names, nationalities and dates of birth of recognised dependants, and their location(s);
- Date of entry to duty and his/her grade and contractual status at that date;
- Current grade and remuneration;
- Type and duration of appointment;
- Dates of sick leave in previous five years;
- Information regarding life, accident and medical insurance.

When a seconded staff member returns to the releasing office, IUCN shall request a statement showing:

- Changes in dependency status which occurred during the period of secondment;
- Dates of sick leave taken during the period;
- An appraisal of the performance of the staff member during secondment, including relevant reports. This will be forwarded to HRMG and the seconded staff.

Introduction

Work certificate

If staff wish to have a standard work certificate when they leave their employment with IUCN, this will be provided by HRMG.

Reference

Staff should ask their line manager to write a professional reference for them.

Responsibility

Line management: - Writes professional reference at the request of the staff member.

HRMG: - Writes work certificate at the request of the staff member.

Procedure

Staff should preferably request work certificates or professional references before leaving IUCN.

Introduction

The dress code at IUCN is informal but smart. Staff are expected to present a neat, well-groomed appearance and to avoid extremes. Dress should demonstrate a professional attitude to work and reflect well on the organisation when we have visitors. Similarly, staff are expected to maintain neat and professional workstations.

Responsibility

Line management: - Ensures that the above policy is adhered to.

Chapter 8

Responsibilities of staff members

Policy references

- Global Human Resources Policy (15. Responsibilities of staff members)

Introduction

Outside activity is defined as any work or service that is not considered part of a staff member's official duties. Staff can engage in such activities provided that no actual or potential conflict of interest or appearance of such conflict exists, and such activity does not adversely affect their ability to perform their jobs. Any outside activity of staff must be carried out under the standards of conduct that are appropriate to their employment with IUCN.

IUCN recognises that professional competence can be enhanced through related outside activities, for example, teaching assignments at universities, lecturing, etc.

Responsibility

Line management: - Analyse and approve any request from staff to engage in outside activities.

HRMG: - Advise management on procedures to apply, as appropriate.

Procedure

1. Request and approval

Staff members shall require no approval for outside activities that meet the following minimum conditions:

- a) they are compatible with behaviour appropriate to his/her employment with IUCN;
- b) they do not interfere with the work of the staff member, nor with his/her ability to accept any new assignment which management require the staff member to assume;
- c) they are neither continuous nor recurring, or they take place outside working hours or while the staff member is on leave.

Approval is required for activities that don't meet the above minimal conditions. For approval, the staff member should submit a written request to his/her manager containing a full description of: the nature of the activity, location and duration of the activity, compensation to be received, and any other pertinent information.

Management shall inform the staff member of the decision, normally within one week of receiving the request. If the request is rejected, the staff member is informed of the reasons. All requests from staff must be copied to HRMG for filing.

No outside activity is to take place within working hours. If the request for outside activities is approved, this approval can be considered as a basis for granting special leave with or without pay, as appropriate, if such leave is necessary for the conduct of the outside activity.

For approved requests to perform outside activities that involve participation in forums, staff members are still expected to avoid public statements of a controversial nature, particularly insofar as these may relate to national policies and interests.

2. Continuing nature activities

In considering requests to engage in outside activities of a continuing nature, account is taken, in particular, to the relationships between the outside activity and the official duties of the staff member. Special attention should be paid to the relation between the staff member's emolument from IUCN and any remuneration to be received by the staff member for the outside activity. Continuing or recurrent activities are authorised for no more than twelve months at a time.

Guidelines for HRMG

Staff members are obligated to make periodic disclosure about their activities to their managers when, in the staff member or manager's judgment and in the spirit of these guidelines and general IUCN standards, there is a risk of conflict of interest or serious appearance of conflict.

Management of an organisation or being holder of financial interests

Staff members may not be associated with the management of, or hold a financial interest in, any business or organisation if it is possible for them to benefit from such association or financial interest by reason of their position in IUCN. The mere holding of shares in a company does not constitute a financial interest unless such holding constitutes a substantial control. This shall be also taken into account when recruiting staff.

Statements to news media

Except in the normal course of their official duties, staff members may not engage in the issuance of statements to the press, radio, television or other information media, if these relate to the purpose, activities or interests of the IUCN, unless prior approval has been obtained from the head of the duty station.

When staff members are required as part of their official duties to issue a statement or make publications, they must adhere to the standards established by IUCN to ensure consistent messages about IUCN and its policies, in order to maintain a quality of design and presentation that conveys a consistent and favourable image of IUCN.

Submission of articles, books and other material for external publication

The submission of articles, books or other material for publication by external publishers is encouraged as a valuable element in the development of individual staff members' professional skills. Publishers are considered external if they are not legally an organ of IUCN.

Policy references

- Global Human Resources Policy (15. Responsibilities of staff members)

Introduction

Staff are required to maintain a standard of performance and behaviour appropriate to their employment with IUCN. Disciplinary measures may be imposed on staff members for conduct that does not conform to the standards outlined in the Global Human Resources Policy, and the Conditions of Service, or due to unsatisfactory performance. Any disciplinary measure must conform to local labour laws.

Responsibility

- Line management:
- Monitor staff under supervision, providing continuous feedback on performance and behaviour.
 - When necessary, manage the application of a disciplinary procedure.
- HRMG:
- Advise management on the disciplinary procedures to apply, as appropriate.
 - Ensure all disciplinary procedures comply with local laws.

Procedure

1. Notification

Staff should feel free to approach their line manager, head of office or HRMG to give notice of any case of misconduct that is directly affecting them. Whichever the case, any proof should be submitted as appropriate.

2. Disciplinary measure

Depending on the gravity of misconduct or offence (refer to definitions at the end of this procedure), the line manager concerned will consider applying one of the following disciplinary measures:

Warning (oral or written) is given for minor offences and is not put on record in the staff member's official status file. However, the line manager should retain records for future reference.

Written reprimand is a more severe measure than a warning and is put on record in the staff member's official status file. It is issued as a continuation of earlier warnings if unsatisfactory behaviour continues, or if the nature of the offence warrants a written reprimand. HRMG and the head of office must be informed.

Dismissal is separation from service for gross misconduct or for unsatisfactory performance so serious or persistent as to require this measure. HRMG and the head of office must be consulted before making any decision. Local labour laws determine the procedure for dismissal.

Refer to the guidelines at the end for specific details on how to proceed in each case.

3. Appeals

Any staff being affected by a disciplinary measure must have the opportunity to appeal, orally or in writing, depending on the type of measure being applied. Refer to the guidelines at the end of this procedure for details.

Guidelines for HRMG

Types of offence

The following infractions and other similar instances will initially constitute a minor offence:

- habitual late attendance;
- unauthorised absence during a working day;
- misuse of leave policies;
- interference with work performance of another staff member;
- engaging in hobbies or recreational activities during normal duty hours;
- misuse of office facilities, such as using office time and computers to access improper material;
- any other offence of a similar nature.

The following infractions and other similar instances will initially constitute a major offence:

- wilful insubordination or disobedience;
- theft, fraud or dishonesty in connection with IUCN's operations or property;
- wilful damage to IUCN goods or property;
- unauthorised external commitments;
- unauthorised disclosure of information;
- receiving or giving bribes;
- unauthorised absence of leave or a long absence which is not health-related;
- habitual negligence of work;
- verbal or physical abuse of other staff members;
- harassment and/or intimidation of any kind, as described in the Global Human Resources Policy (15.6. Harassment and/or intimidation);
- repeated minor offences for which initial disciplinary action has already been taken;
- any other offences of a similar nature.

Disciplinary actions for minor offences

a) Warning (oral or written)

Initially, the line manager should inform the staff member verbally of the infraction, and should advise him/her of the appropriate behaviour. This initial counselling should be aimed at correcting the staff member's behaviour. Accordingly, during counselling, the line manager should also try to discover the reasons for the infraction.

If the unsatisfactory behaviour of a staff member continues, the line manager may, at his/her discretion, again verbally counsel the staff member. If the line manager needs to counsel the staff member on more than two or three occasions, this should be recorded in the staff member's official status file. The staff member is required to explain the reasons for the offence.

This documentation will be treated as an initial, formal disciplinary action taken in case the staff member's behaviour continues to be unsatisfactory.

b) Written reprimand

The line manager will issue a written reprimand as a continuation of earlier warnings if unsatisfactory behaviour continues, or if the nature of the offence warrants a written reprimand

A subsequent second or third warning may be issued, at the discretion of the line manager, in consultation with HRMG, depending on the nature of the offence.

A copy of the written reprimand will be sent to HRMG and head of office for information and filing in the official status file.

If the unsatisfactory conduct continues, this will constitute a major offence. The line manager will provide documentation for the attention of HRMG for further action.

Disciplinary actions of major offences

On receiving formal notice regarding a staff member's misconduct, HRMG will review the nature of the offence for appropriate disciplinary action.

HRMG, in consultation with the line manager and the head of office, will proceed with one or more of the following actions:

- meet with the staff member to investigate the situation;
- issue a written warning to the staff member informing him/her of the alleged misconduct /offence, giving him/her the opportunity to respond within 48 hours;
- recommend the appropriate disciplinary action if the staff member acknowledges the warning within the stipulated time frame;
- institute an independent enquiry if the staff member denies that there has been misconduct, or if the response is unsatisfactory;
- inform the staff member of the enquiry allowing him/her the opportunity to state his/her case to the enquiry officers;
- if the enquiry upholds the notice of misconduct, recommend the appropriate disciplinary action;
- if the enquiry does not uphold the notice of misconduct, revoke the notice and inform the staff member immediately. In the case of suspension, the staff member will be re-instated immediately.

a) Suspension

Suspension is given for major offences and the duration depends on its seriousness. HRMG and the head of office must be consulted before any decision is made. Local labour laws shall determine the procedure and maximum.

If considered necessary, suspension could also be given while an enquiry is conducted, or if the nature of the offence is such that the presence of the staff at the duty station may be detrimental to other IUCN staff or IUCN in general.

b) Immediate dismissal

Refer to the Global Human Resources Policy (17.3. Immediate dismissal).

Before any disciplinary action is taken, as specified above, the staff member will have the opportunity to state his/her case orally or in writing to the head of the duty station, accompanied, if he/she so wishes, by a member of the Staff Liaison Committee, the Ombudsman, or another colleague of his/her choice.

If the staff member continues to be dissatisfied with any disciplinary action, he/she has the right to appeal in writing to the Director General and/or Ombudsman within 14 days of the disciplinary action. The Director General's decision will be final.

Subject to local labour law, no termination indemnity will be granted to a staff member on dismissal.

Chapter 9

Personal grievances

Policy references

- Global Human Resources Policy (16. Personal grievances)

Introduction

A grievance is defined as and limited to an alleged improper interpretation, application, or violation of a staff member terms and conditions of employment. Staff members have the right to seek redress of matters of grievance relating to their employment. The purpose of this procedure is to ensure that staff members have the means to communicate any grievances to management and that the grievance may be settled as fairly, quickly and effectively as possible.

Responsibility

- Line management:
- Provide initial guidance, counsel and solution in cases of grievances.
 - Follow the formal procedure when appropriate.

HRMG: - Advise management on the grievance procedures to apply, as appropriate.

Procedure

1. Informal resolution

If the grievance involves another individual it should, if at all possible, be resolved by direct discussion between the two parties concerned. In such circumstances, if the two parties agree, IUCN's Ombudsman team may act as a conciliator (refer to Annex 11 – Ombudsman ToR).

Where an individual has a grievance which does not involve another colleague, or where discussion and/or conciliation between the two parties (as defined above) has not been successful, he/she should discuss it in the first instance with his/her immediate manager. If the grievance relates to the line manager and the individual does not feel able to discuss it with him/her, the individual should raise the matter with the manager's manager. The manager notified of a grievance in this way should attempt to resolve the matter informally if he/she feels that this is possible and appropriate.

If, after all reasonable efforts have been made to resolve the grievance informally, the staff member remains aggrieved; he/she may invoke the formal resolution procedure.

2. Formal resolution

First instance. The staff member shall present the grievance in writing to the immediate manager, clearly specifying the matter at issue or in dispute, the reasons for the complaint and the remedy sought. The manager shall respond, in writing, specifically to the points raised by the grievance and giving reasons for his/her decision within fifteen (15) workdays following receipt of the complaint.

Second instance. The staff member, after receipt of his/her immediate manager's decision, may appeal the decision to the Ombudsman within five (5) days. It shall be made in writing and shall include the reasons for appealing plus all documents previously submitted. The Ombudsman shall hold a meeting with the parties. The Ombudsman shall communicate his or her decision in writing to the staff member and manager concerned within ten (10) days following the meeting.

Third instance. If the grievance is not resolved to the staff member's satisfaction, he/she, may appeal to the Council of IUCN within ten (10) days. The appeal shall be made in writing and include the reasons for appealing plus all documents previously submitted. The Council shall hold a meeting with the parties. The Council's decision is final and shall be rendered, in writing, to the staff member within fifteen (15) workdays following the meeting.

At all stages' staff members who have a grievance or those against whom a grievance is raised have the right to be accompanied at any meeting by an IUCN colleague. All matters relating to the application of these procedures will be confidential.

Guidelines for HRMG

IUCN recognises that grievances raised by individuals may be of fundamental importance, significantly impinging upon the staff member's job satisfaction and ability to work effectively.

Initial handling of grievances

Initial handling of staff grievances can, in some cases, satisfactorily and speedily resolve an issue. It is strongly recommended that before recourse is made to the formal grievance procedure, attempts should be made to resolve the grievance informally in order to avoid entrenched positions being reached. It is expected that most grievances will be resolved through informal discussion and conciliation without the need to access the formal stages of the procedure.

The procedure is designed to ensure that grievances are settled as close to their source as possible and that confidence and trust is maintained between individual staff members and their managers.

Time limit considerations

A grievance to be considered under this procedure must be initiated by the staff member within fifteen (15) workdays of its occurrence.

The procedures include timescales within which each stage should be completed. Variations to the procedure, for example omission of any stage or extension of the timescales, may be made by agreement with all the parties involved.

Time limits for management response are set out in the procedure. These reinforce the need to deal with grievances as quickly as possible. In the event of no management response within the specified time limits, the staff member may proceed to the next stage of the procedure.

Failure by the aggrieved at any stage of the procedure to take his/her appeal to the next step within the specified time limits shall be considered to be an acceptance of the decision rendered at that stage.

General considerations

The grievance procedures do not apply to disputes between staff members as private individuals, which are not related to their employment.

Information and advice on all aspects of this procedure is available to individual staff members and their managers from HRMG.

Chapter 10

Termination/redundancy/dismissal

Policy references

- Global Human Resources Policy (17. Termination/redundancy/dismissal)
- Delegation of Authority (VI.1, VI.2 - Creation, abolition of posts / VI.3, VI.4 - Advertising vacancies, hiring and separating for secretariat posts)

Introduction

A staff member's employment will normally end at the agreed date defined in the contract. However, it may be terminated beforehand by either party, by providing a termination notice. The notice period shall comply with local legislation and it should be specified in the staff member's contract and/or the local Conditions of Service.

IUCN may wish to terminate employment due to inappropriate professional behaviour, unsatisfactory performance or redundancy of the post. Ill health can also be a reason for termination when there is conclusive medical evidence that the staff member is incapacitated for further service. A staff member may request, in the case of termination by IUCN, a reduction of the notice period without pay. The Delegation of Authorities policy establishes the authority to terminate an employment.

Responsibility

Line management:

- Sets expectations for performance and conduct and informs staff of their status.
- Identifies, documents and attempts to correct problem situations, reporting to HRMG any continuing performance or conduct that is of concern.

HRMG:

- Ensures these procedures comply with local Conditions of Service and labour legislation.
- Acknowledges resignations and issues notices of termination in all cases.
- In all cases of contract termination by either party, HRMG shall hold an exit interview with the staff member to assist with insurance issues and administrative procedures.

Procedure

1. Termination by the staff member

Should the staff member wish to terminate the contract, he/she should submit a letter of resignation to the head of the duty station, duly copied to HRMG. The normal notice period will then be worked, unless a different agreement has been reached between the staff member and the line manager, who shall have the authority to require the staff member concerned to work the full notice period in order to finalize essential tasks. HRMG will acknowledge the letter of resignation.

2. Termination by IUCN

Probationary period

IUCN may terminate a contract of employment during the probation period. Appropriate procedures are specified in [Chapter 1. Section 5 – Probationary period](#).

Inappropriate professional behaviour

IUCN may wish to terminate an employment contract due to inappropriate professional behaviour. For such a case the procedures are specified in [Chapter 9. Section 1 – Disciplinary procedure](#).

Unsatisfactory performance

Performance management provides the means to identify and deal with unsatisfactory performance (refer to [Chapter 4. Section 1 - Performance management](#)). Reiterated unsatisfactory performance can form the basis for termination of an employment contract.

Redundancy

For the procedures to follow in case of redundancy, refer to [Chapter 10. Section 2 – Redundancy](#).

Ill health

Termination of employment of a staff member for reasons of ill health can only be effected when it is established by conclusive medical evidence that he/she is incapacitated for further service.

Policy references

- Global Human Resources Policy (17. Termination/redundancy/dismissal)
- Delegation of Authority (VI.1, VI.2 - Creation, abolition of posts / VI.3, VI.4 - Advertising vacancies, hiring and separating for secretariat posts)

Introduction

Redundancy is defined by local labour laws. Normally it may be defined as the "position" or "positions" being cut because of financial reasons or restructuring. Restructuring can include eliminating a post completely, re-creating a post at a more junior or senior level, creating a completely different post, or merging two or more positions into one. The following procedure provides a framework to deal with redundancy; however, local Conditions of Service and labour laws prevail in case of discrepancy.

Responsibility

Line management: - Identifies potential redundancy situations.

HRMG: - Analyses all possibilities available to avoid redundancy cases.
- Ensures that procedures comply with local Conditions of Service and labour legislation.
- Holds exit interviews with terminated staff members to assist with insurance issues and administrative procedures.

Procedure

1. Preliminary considerations

In case of an anticipated surplus in staff, the following actions will be carefully considered beforehand:

- a) Reducing overtime work.
- b) Reducing or eliminating contracts with temporary and contract personnel (consultants).
- c) Curtailing recruitment in categories affected.
- d) Transferring staff members to suitable alternative work.

When the actions described above fail to fully resolve the surplus situation, one or more staff will become redundant.

2. Selection

The basis of selection of staff to be made redundant will be determined by the needs of IUCN, bearing in mind the need to maintain an efficient balance in the labour force. The following steps shall be taken where practicable, according to the number and type of staff, to ensure fair and consistent treatment:

- a) temporary personnel shall be given notice first;
- b) staff holding fixed-term or indefinite contracts shall be given the opportunity to apply and shall be considered for transfer to vacancies, for which they are suitably qualified, at the duty station concerned or at other duty stations;
- c) staff members shall be invited to volunteer for redundancy. Job-sharing or part-time employment arrangements can be considered;
- d) if there is still need to reduce numbers, individual staff members whose retention is impracticable in the judgement of the Director General and the head of the concerned duty station, shall be informed;
- e) as early as possible, an announcement by the line manager and HRMG shall be made in person to the staff member concerned. Normally, a letter in which the terms of the redundancy are laid out shall follow this meeting. The notice period will be served as specified in the local Conditions of Service and labour laws.

3. Compensation

IUCN shall endeavour to offer an appropriate compensation package depending on the financial resources available. The local Conditions of Service will outline the details and local labour law will be adhered to.

Annexes

RECRUITMENT/EXTENSION REQUEST FORM

Requesting unit:

Position title:

Vacant staff position ☐ New staff position ☐ Function group/Grade

Please refer to the Human Resources Procedures Manual, [Chapter 1, Section 1 – Recruitment process](#), for details on recruitment approval.

Other personnel
(position description or
rationale must be attached)

Intern / Volunteer ☐ Proposed candidate

Temporary assistance ☐ Reason

Full time position ☐

Part time position ☐

Work percentage:

Expected start date:

Expected expiry date:

Cost of the position

Proposed gross monthly salary/ stipend

Estimated monthly social charges +

Monthly overheads +

Other monthly costs (specify) +

Total estimated cost of position

Cost centre/project number

Budget line

Currency

Requesting Line Manager/Cost Centre Head:

.....
Date & signature

Request approved by Second Line Manager:

.....
Date & signature

Request reviewed by HRMG:

.....
Date & signature

Financing confirmed Head of Finance:

.....
Date & signature

Request approved by Head of duty station:

.....
Date & signature

Comments

INCREASE OF HOURS REQUEST FORM

Name of staff member:

Position title:

Unit:

Current work percentage:

New work percentage:

Reason:

.....

.....

Start date:

End date:

Cost increase

Current total cost per month

Cost increase per month

New monthly cost of position

Currency

Cost centre/project number

Budget line

Finance available for increased hours

Yes ☐ No ☐

Requesting Line Manager/Cost Centre Head:

Date & signature

Request approved by Second Line Manager:

Date & signature

Request reviewed by HRMG:

Date & signature

Financing confirmed Head of Finance:

Date & signature

Request approved by Head of duty station:

Date & signature

Comments

Fully completed form to be returned to HRMG for action

APPOINTMENT OF NEW STAFF CHECKLIST

Name of staff member:	Date of appointment:
Department:	

	DATE	INITIALS
Received signed recruitment/extension form		
Started work permit request		
Contract signature		
Contract sent to new staff		
Information package sent to new staff		
Inclusion in HRMG database		
Inclusion in payroll		
Received signed contract		
Issued e-mail address		
Probationary period finished		
Social security registration		
Pension registration		
Medical insurance registration		
Installation allowance		
Registration in Knowledge Network		

STAFF DEPARTURE CHECKLIST

Name of departing staff member:

Date of departure:

Department:

Last day of work:

	DATE	INITIALS
Termination package paid		
Payroll notified		
Pension withdrawal		
Medical insurance withdrawal		
Leave balance taken or paid		
Social security informed		
Work permit returned		
Relevant authorities informed of departure		
Work certificate issued		
E-mail address removal		
Removed or updated in Knowledge Network		

TIME SHEET

Name of staff member:

Department:

Type of paymentCheque / cash ☐Bank account ☐

Account No.

Gross amount claimed

Gross hourly rate per contract

Number of hours claimed

Total claimed

Currency

Compensatory time off for overtime hours

N.B. Only overtime hours to be included in the schedule below**Schedule of days/hours worked**

Month:

	WEEK 1		WEEK 2		WEEK 3		WEEK 4		WEEK 5	
	Date	Hours	Date	Hours	Date	Hours	Date	Hours	Date	Hours
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										
Saturday										
Sunday										
TOTAL HOURS										

.....
Date & signature of claimant.....
Date & signature of line manager/cost centre head.....
Date & signature of HRMG

Cost centre/project number

Budget line

OVERTIME REQUEST FORM

To be approved in advance of overtime work

Name of staff member:

Department:

Reason for overtime:

.....

Start date:

Estimated number of hours required:

End date:

Estimated cost:

TIME SHEET TO BE COMPLETED AND SUBMITTED TO HRMG IN DUE COURSE

Mode of compensation requested

Compensatory time off ☐

Payment ☐

Local laws and regulations determine the rights, obligations and modalities for overtime compensation, if any.

Requesting Staff Member:

Date & signature

Requesting Line Manager/Cost Centre Head:

Date & signature

Financing confirmed by Head of Finance:

.....
Date & signature

Cost centre/project number

Budget line

Requesting received by HRMG:

Date & signature

END OF PROBATIONARY PERIOD REVIEW REPORT

Name of staff member: Title: Grade: Department:	Probation period ends: Date of appraisal interview:
--	--

To be completed by the line manager after appropriate discussion with other managers who have knowledge of the incumbent's performance and an appraisal interview with the staff member concerned.

A. QUESTIONS

RATINGS FOR THIS SECTION (check one box only)

1	Excellent
2	Good
3	Satisfactory
4	Needs considerable improvement
5	Unsatisfactory
N/A	Not applicable

	1	2	3	4	5	N/A
1. Does the staff member have the required knowledge						
a) of the job?						
b) of IUCN?						
2. Has the staff member displayed the required technical competence for the job?						
3. Does the staff member's work meet your quality requirements?						
4. Does the staff member's work meet your quantity requirements?						
5. Has the staff member displayed the required ability to plan and organise work, to meet deadlines, judgement, creativity, initiative and ability to do routine work without your supervision?						
6. Has the staff member displayed the necessary interpersonal skills to work effectively with colleagues at different levels?						
7. Has the staff member displayed interpersonal skills to deal effectively with IUCN's external contacts?						
8. Has the staff member displayed a genuine interest in the work? (attitude, adaptability, drive to improve)						
9. Has the staff member displayed clarity and comprehension in written communication?						
10. Has the staff member displayed effective oral communication, in terms of clear understanding of instructions and expressions?						
11. Has the staff member displayed the required computer literacy and proficiency in the particular software required for the job?						
12. Has the staff member's attendance and punctuality met with your and IUCN's requirements?						
13. Does the staff member respond effectively to your level of supervision?						
14. Are you receiving timely feedback on the work carried out by the staff member?						
15. Has the staff member displayed ability to work under pressure?						

B. IMPROVEMENTS IN PERFORMANCE REQUIRED IN THE FOLLOWING AREAS:

a)

b)

c)

C. STAFF MEMBER'S COMMENTS FOLLOWING RECEIPT OF A COPY OF THE ASSESSMENT MADE ABOVE SUBSEQUENT TO THE APPRAISAL INTERVIEW.

..... I agree fully with the assessment made by the first reporting officer.

..... I do not agree with the assessment made by the first reporting officer on the following points, for reasons mentioned below:

.....
Date & signature of incumbent

D. RECOMMENDATION BY LINE MANAGER

Taking into account factors 1 to 15 above:

..... I recommend continued employment in the post occupied by the incumbent.

..... I recommend a further review after month(s) before confirmation in the position.

..... I do not recommend further employment.

.....
Date & signature of line manager

E. COMMENTS BY SECOND REPORTING OFFICER

..... I concur with the recommendation of the line manager.

..... I do not concur with the recommendation of the line manager for the following reasons:

.....
Date & signature of second line manager

F. DECISION BY HEAD OF DUTY STATION

..... Continued employment

..... Further review after month(s)

..... Dismissal

.....
Date & signature of head of duty station

Annex 8 – Performance evaluation form (Staff)

IUCN - PERFORMANCE EVALUATION (STAFF)		Date of Evaluation:	
		Period covered:	
		Line Manager:	
		Second Reporting Officer:	
Name of Staff Member		Date of Recruitment	
Unit / Programme	Job Title	Time in current post	
SECTION 1 (to be completed by the staff member)			
PRINCIPAL DUTIES AND RESPONSIBILITIES			

PERFORMANCE/ACHIEVEMENTS

If there are particular achievements you would like to note or areas where you have made substantial development or if there have been unforeseen circumstances that heavily affected the normal flow of your work, specify them.

--

TERMS OF REFERENCE

Are your current principal duties and responsibilities adequately reflected in your Terms of Reference?

Yes (attach a copy)

No (your comments)

SECTION 2**PERFORMANCE EVALUATION**

AGREED OBJECTIVES, OUTPUT/PERFORMANCE TARGETS for department, division, section, teams and individuals.	AGREED ACTIVITIES OF STAFF MEMBER (i.e. INDIVIDUAL WORK PLAN) necessary to achieve the expected outputs.	EVALUATION How well did the staff member meet the objectives/ outputs/ targets/ activities as agreed upon in the previous Performance Agreement
Objective/output/target	Activity	
Objective/output/target	Activity	
Objective/output/target	Activity	
Objective/output/target	Activity	
Objective/output/target	Activity	
Objective/output/target	Activity	
Objective/output/target	Activity	

Sign-off and comments

Staff member

Signature

Date

Line manager

Signature

Date

Second reporting officer

Signature

Date

SECTION 3**PERFORMANCE AGREEMENT****Performance indicators**

AGREED OBJECTIVES for the department, division, section, teams and individuals.	AGREED OUTPUT/ PERFORMANCE TARGETS FOR THE UNIT necessary to achieve agreed objectives.	ACTIVITIES (Individual work plan) agreed activities necessary to achieve the expected output, indicating how they will be achieved.

Development needs

AGREED DEVELOPMENT NEEDS Difference between required and actual knowledge, skills and expertise.	HOW TO ACQUIRE THE REQUIRED KNOWLEDGE, SKILLS AND EXPERTISE (Training, coaching, guidance, etc.)

Sign-off and comments

Staff member	
Signature	Date
Line manager	
Signature	Date
Second reporting officer	
Signature	Date

IUCN - PERFORMANCE EVALUATION (MANAGERS)

Name of Incumbent:

Position:

Period covered:

Direct supervisor:

OBJECTIVES/TARGETS	EVALUATION U-Unsuccessful; PS-Partially Successful; FS-Fully Successful; S-Superior; O-Outstanding/Best Practice				
	U	PS	FS	S	O
Objective/Target -----					
Objective/Target -----					
Objective/Target -----					
Objective/Target -----					
Objective/Target -----					
Objective/Target -----					
Objective/Target -----					

LEADERSHIP ASSESSMENT	EVALUATION U-Unsuccessful; PS-Partially Successful; FS-Fully Successful; S-Superior; O-Outstanding/Best Practice				
	U	PS	FS	S	O
<u>Resource management</u> Manages budget effectively and uses financial resources efficiently					
<u>Cultural diversity</u> Fully understands and accepts cultural diversity and puts it to the benefit of the organisation through consistent global leadership					
<u>Vision</u> Communicates IUCN's vision to all members of the organisation, expresses optimism about the future and transmits a high degree of personal confidence and enthusiasm					
<u>Inspiration</u> Inspires people in the organisation with energy, optimism and passion. Constantly motivates the human resources of the organisation to excel.					
<u>Stimulation</u> Encourages staff members to provide solutions rather than problems. Stimulates people to think about problems in new ways and to constantly question old ways and methods. Promotes constant self-development					
<u>Team-Building</u> Inspires trust and confidence in the team by sharing information, giving feedback, using individual members' skills and removing obstacles to team performance					
<u>Coaching</u> Coaches, advises and provides hands-on help for others to improve their performance. Listens attentively and expresses encouragement, support and confidence. Gives positive feedback for strong performance and provides opportunities for development by giving challenging and interesting assignments					
<u>Stress</u> Demonstrates exemplary ability to work under pressure					

Performance highlights:

Development needs:

Comments by incumbent:

Signature:

Incumbent:

Date:

Direct Supervisor:

Date:

Annex 10 – Obligations of consultants, temporary personnel, interns and volunteers

The Global Human Resources Policy does not apply to temporary personnel holding a contract of duration of less than six months. In addition, it does not apply to consultants, interns and volunteers. Nevertheless, the following obligations shall form an integral part of contracts issued by IUCN's Secretariat for this kind of engagements.

Commitment

By agreeing to perform their activities under a contract with the IUCN Secretariat, individuals shall undertake to uphold the highest standards of professional behaviour and to ensure that IUCN's integrity and reputation shall not be jeopardized by their actions.

Conflicts of interest

Individuals on contract with the IUCN Secretariat shall refrain from activities which would be incompatible with or undermine IUCN's status as an international organization, or which would put them in a position where there could be a conflict between their own interests and those of IUCN.

Gifts

An individual on contract with the IUCN Secretariat requires approval to accept an honour, favour or gift resulting from his/her activities in relation to IUCN. IUCN may decide that such honour, favour or gift be declined. This provision shall apply to gifts only if their value is more than purely nominal or if they could be considered extravagant.

Disclosure of information

Individuals on contract with the IUCN Secretariat shall exercise the utmost discretion internally and externally in regard to all matters of business. Confidential information that is known to them because of their contract with IUCN shall not be disclosed to any third party 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. Individuals shall at no time, including at the end of their engagement with IUCN, use such information for personal or third party advantage.

Consultants, interns, volunteers and temporary personnel are not allowed to make statements or express opinions on behalf of the Director General or the Union to the press and media, including through electronic media and bulletin boards.

Writing for publication

Individuals on contract with the IUCN Secretariat may be required to publish articles, papers and books as part of their engagement with the organization. External, professional writing of relevance to IUCN shall require the approval of the head of the duty station who may 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 IUCN. The head of the duty station may also require that where such writing is undertaken in IUCN-contracted time or with the use of IUCN support services, all or part of any payment received be remitted to the IUCN Secretariat.

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 him/her.

Intellectual property

Unless otherwise negotiated, IUCN is the inherent copyright owner of the data and documentation that any individual on contract to the organization may have produced, gathered, reviewed and/or analyzed on behalf of IUCN and in IUCN-contracted time, irrespective of whether or not such data and documentation have been published. An individual on contract with the IUCN Secretariat shall undertake, even after their engagement with IUCN is finished, not to publish such data without the specific approval of the Director General.

Harassment and/or intimidation

Repeated, unreciprocated and/or unwelcome comments, looks, 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 termination of contract.

End of engagement

At the end of their engagement, individuals on contract with the IUCN Secretariat shall return to the organization 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.

Annex 11 – Specific conditions and considerations

As these procedures provide general guidelines, it may be necessary that specific conditions or considerations are developed to ensure consistency with the rules, legislation and practice prevailing at a particular duty station. Such provisions may be appended to any of the procedures contained in this manual and may increase detail, state specific differences, or include particular considerations to take into account when applying the procedure locally.

Regional, country or outposted office

Chapter

Section

Description: _____

[illegible]