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OF THE CONSULTATIVE COMMITTEE ON ADMINISTRATIVE QUESTIONS
(PERSONNEL AND GENERAL ADMINISTRATIVE QUESTIONS)

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Introduction

1. The Consultative Committee on Administrative Questions (Personnel and General Administrative Questions) held the first part of its fifty-fourth session at the United Nations Office in Geneva from 28 January to 6 February 1981. The second part of the session was held at the headquarters of the United Nations in New York from 23 February to 6 March 1981; members of the Committee concurrently attended the thirteenth session of the International Civil Service Commission.
2. The session was attended by representatives of member organizations, representatives of the secretariat of the Commission, the Secretary of the United Nations Joint Staff Pension Board and representatives of the Federation of International Civil Servants' Associations. The list of participants is attached as Annex I.
3. Mr. J. A. C. Davies of FAO was elected Chairman of the Committee. Mr. W. Farr of ILO and Mr. J. Tassin of GATT were elected Vice-Chairmen.
4. The agenda was adopted as shown in Annex II.
5. The attention of the Administrative Committee on Co-ordination (ACC) and its Organizational Committee is drawn to the following sections of the report: preparation for review by ACC of the level of remuneration of the Professional and higher categories (paragraphs 37-40); ILO Administrative Tribunal Judgement No. 402 (in re Grasshoff) (paragraphs 59-62); report of the Working Party on National Experts (paragraphs 73-75); security and independence of the international civil service (paragraphs 106-110); budget estimates for CCAQ (paragraphs 113-116); administrative and budgetary questions concerning ICSC (paragraphs 117, 119-122); review of General Assembly decisions (paragraphs 124-128); developments with respect to the question of supplementary payments made to international civil servants by governments and to staff members being required to submit part of their emoluments to governments (paragraphs 133-135).

Review of the post adjustment system

6. CCAQ had before it two documents relating to the review of the post adjustment system.
7. In ICSC/R.249 the secretariat of the Commission submitted a progress report on the work of the working group on post adjustment methodology which had been established to assist ACPAQ in the review of the post adjustment system and in the preparation of a revised methodology for the calculation of the post adjustment indices. The Committee noted with satisfaction the progress made by the working group and looked forward to the opportunity to comment on its final report and to contribute to the implementation of recommendations which might be made.
8. In the meantime it had considered the question of other aspects of the post adjustment system which required study. Bearing in mind the context in which the Commission had carried out its review and the fact that the General Assembly was expecting the Commission's study of alleged anomalies in the post adjustment system to be concluded in 1981, it agreed that it would be desirable that these other aspects of the problem be given attention by the Commission. It noted that the working group intended to review some of these questions as well and to present its views on them in an annex to its report to ACPAQ. These views would be welcome and would no doubt contribute to the successful examination of the issues involved, which had been entrusted to the Commission. The organizations would wish to comment as CCAQ on any recommendations made by the working group on these subjects when they were examined by the Commission.
9. The Committee had identified two problems for immediate study, the treatment of housing costs and out-of-area commitments (ACC/1980/PER/34).
10. As regards the treatment of housing costs, the Committee reaffirmed its view that the question of whether housing expenses should be compensated for within the post adjustment system or separately required thorough study (this policy issue being distinct from the technical question of how housing costs should be measured if they continued to be included in the post adjustment calculation). The Committee was informed that the ACPAQ working party would be considering how far it should attempt to go in

dealing with housing costs. It was agreed that if the ACPAQ working party decided to take up the policy issue the Secretary should ensure that the views expressed in the present discussion were conveyed to the working party; if it decided to confine itself to the technical issue, CCAQ should await information from the ICSC secretariat on how it intended to carry out the studies, called for by ICSC at its eleventh session, on what would have been the effect in a number of duty stations if housing had been eliminated from post adjustment and compensated for by a separate allowance, and stand ready to contribute to these studies. Should it prove necessary, CCAQ would revert to the matter with a view to undertaking such studies itself.

11. As regards out-of-area commitments, it was recognized that a problem could arise, particularly with staff posted to low-cost duty stations, and that it often acted as an obstacle to some organizations' ability to assign staff members of the professional calibre it would have wished to have in such posts. Some organizations were concerned, however, that in attempting to deal with this problem, care should be taken not to create in its place other problems of equitable treatment of all staff serving at the same duty station.

12. The Committee therefore agreed to indicate to ICSC the considerations contained in paragraph 8 above. It would also indicate that as regards the question of out-of-area commitments, it would pursue its own studies, taking into account inter alia the practice of IMF. As regards the treatment of housing costs, it would determine its course of action in the light of steps to be taken by the ACPAQ working group, ACPAQ itself and ICSC. Finally, it would draw the attention of the ACPAQ working group to the desirability that the group should include in its work the question of the elimination of reduction of the four-month waiting period in headquarters duty stations.

Evolution of the margin

13. The Committee reviewed the forecast in document ICSC/R.244 of the expected evolution of the margin between remuneration of the United Nations and that of the United States Federal Civil Service for the period October 1980 to September 1981.

14. It observed that a number of changes had been introduced in the positions in the United States civil service taken as equivalents for certain United Nations grades. These changes were particularly marked at the D-1 level where, instead of a single United States grade, SES-4, used in the previous comparison, six different United States grades were now shown as equivalents. CCAQ realized that the United States positions concerned were among those identified as equivalents in the 1977-1978 study and that the Commission's secretariat had been scrupulous in following them through their subsequent vicissitudes during the current transformation of the structure of the upper echelons of the civil service. It was unfortunate that just at the time that it had been decided to extend the matching grades to the higher levels, the whole structure of the corresponding levels of the United States civil service had undergone a major transformation, which had singularly complicated the comparison. The result was that in observing the evolution of the margin from one year to the next, it was not possible to say with precision to what extent the changes were due to genuine differences in the levels of remuneration, and to what extent to changes in the grades compared.

15. In order to maintain as fully as possible the internal comparability of the series of margin calculations, it would be better to keep the same grade equivalencies from year to year, except when it could be demonstrated that there had been significant shifts in the grading relativities between the two services. In any case, the appropriateness of including positions which were remunerated according to salary scales other than those of the general schedule was doubtful. The comparison should be with the main stream of the civil service, as represented by the general schedule, and its upward extensions in the executive levels and the senior executive service, but should not take in posts in parallel categories.

16. The Committee had no objection to the ICSC secretariat updating the equivalency study but it believed this updating should lead to simplification of the grading equivalencies, rather than to greater fragmentation into a large number of isolated positions.

17. As regards the level of the margin itself, the Committee noted that the announced reductions in United States income tax rates should produce

some narrowing of the margin, even if the effect in the 1980-1981 period would be very limited. This, together with other possible changes in the various factors influencing the margin, should be known by the time of the fourteenth session when the Commission would have to decide what it was to report to the General Assembly regarding the margin. In the meantime, the present forecast should be regarded as no more than an estimate for the Commission's own information, and the Committee expressed the hope that the points it had made about the grading equivalencies would be taken into account in the final calculation.

Indexing pensionable remuneration: report on WAPA and US/CPI as of
1 January 1981

18. The Committee examined documents (ICSC/R.245 and ICSC/13/CRP.6) prepared by the secretariat of ICSC indicating the method which was being used for the calculation of the two indices for determining levels of pensionable remuneration, one for benefits purposes, the other for contribution purposes. It noted the movement of the indices calculated in accordance with that method. It also noted with interest hypothetical illustrations of what might be the mutual evolution of the two indices in different sets of circumstances in coming years.

19. The main point to which the Committee drew attention before ICSC was the question of what form of pensionable remuneration should be used for the determination of separation payments. The Commission secretariat was right to recommend that this question should be faced when there was no difference between the two indices and therefore the choice could be made without having regard to which of the two might be more favourable. The Committee noted that the problem arose because WAPA, formerly the only index used to adjust pensionable remuneration, had been replaced by two indices, one of which was a rebased WAPA, the other the consumer price index of the United States (US/CPI). There were two possible approaches to this problem. Separation payments could be considered to be a form of benefit; considered as such there would be a certain logic in using for determining them the pensionable remuneration which applied to basic dollar pension benefits, i.e. pensionable remuneration adjusted according

to US/CPI. The other approach, which was supported by a considerable number of organizations, was premised on the fact that separation payments were not always linked with pension payments. Separation payments might become due to a staff member who separated at any time during his career with no entitlement to a pension; indeed the majority of separation payments were made to staff members who had not reached the age of retirement. For these staff members it would not seem logical to link their separation entitlements to US/CPI since none of their other entitlements were linked to this. Bearing in mind that these staff members were separated from their organizations at any duty station around the world, and returned to their home countries or other places, it could be considered more logical to link the level of separation payments to the level of cost-of-living in the staff member's home country or in the place he returned to; however, this avenue could lead very far, and was not pursued. Those who supported the second approach considered that the WAPA index was more appropriate in that it took into account currency fluctuations and the relativities of the currencies, whereas US/CPI was based entirely on domestic considerations and took no account of the situation of other currencies.

20. The concern of the Committee was to choose the method of adjustment which would be most logical and appropriate within the framework of the salary system. It recognized that exact maintenance of the existing situation, i.e. pensionable remuneration adjusted only by WAPA, would mean maintaining a third index for this purpose, which might give rise to certain administrative complications, but these could no doubt be overcome. It noted that another related problem would be discussed in CCAQ, particularly CCAQ(FB), namely the question of the currency in which separation payments were made. The choice of the index by which pensionable remuneration would be adjusted would be a consideration in deciding what currency should be used for the payment and what exchange rate should be used. Since these matters were being discussed in the first place in CCAQ(FB), the organizations indicated to ICSC that there would be some advantage to resume discussion of this matter at its fourteenth session (July 1981). There would be no difference between the amounts of the separation benefits calculated according to either of the two indices

before September 1981 at the earliest; therefore the matter could be deferred to July 1981 without risk.

21. The Committee subsequently agreed that it would also prepare to give its views at the fourteenth session on the proposal of a member of the Commission that pensionable remuneration for the purpose of separation payments should be "gross salary adjusted by the WAPA index".

Pensionable remuneration - special index for pensioners

22. The Committee had before it a document (ICSC/R.246) prepared by the secretariats of ICSC and the United Nations Joint Staff Pension Board (UNJSPB). The document recalled the decision of the General Assembly requesting that a study of the possibility of developing a special cost-of-living index for pensioners be carried out; the decision had been taken in connexion with the adoption of the "Washington proposals" on the adjustment of pensionable remuneration. The document suggested that the special index for pensioners was, in accordance with the General Assembly decision, relevant only in those countries where the "Washington proposals" would have an impact. It therefore suggested two possible ways of reducing the supplement to pensionable remuneration in those countries where it was proven that the rate of taxation imposed on pensions was lower than the tax rates taken into account in the calculation of base pension, i.e. the staff assessment rates. The first method would consist in a direct reduction in the cost-of-living differential factors and the second method would consist in the downward reclassification of the country in the system of the cost-of-living differential factors. The document suggested that these methods be considered by the Commission and ACPAQ be requested to initiate, as part of its future work programme, a comprehensive study of the various aspects of establishing a special index for pensioners.

23. The Committee noted that the General Assembly decision required the Commission and the Board to give high priority to the elaboration of a special index for pensioners and to report at the thirty-sixth session of the General Assembly (1981). It therefore endorsed for further consideration the suggestions made in the document on methods of measuring the impact of taxation on pensions as well as the suggestion that ACPAQ be requested to

deal with all aspects of a special index, including the impact of taxation, subject to the requirement that ACPAQ give priority to the subjects relating properly to the post adjustment system which had already been referred to it.

Methodology for comparison of total compensation

24. The Committee reviewed a document prepared by the secretariat of ICSC (ICSC/R.247) which set out proposals for continuing the study of the methodology for comparison of total compensation. In this document it was proposed to use the United States Federal Civil Service as the comparator and to use for this purpose a total compensation comparison methodology developed by the United States Office of Personnel Management (OPM). It was proposed to deal first with a comparison of non-expatriate benefits and to be ready with this study in time to make recommendations to the fourteenth session of the Commission (July 1981). The paper outlined the elements which would be used for comparison as well as indicating an estimate of the costs which such a study would entail, including the use of consultants. The secretariat of the Commission then proposed that in a second phase and after the comparison of non-expatriate benefits had been completed and analysed, a comparison could be made of expatriate benefits in the United Nations and the US Federal Civil Service.

25. The Committee took note with interest of the proposed plan of action and reviewed a certain number of points of detail which it hoped the secretariat of the Commission would bear in mind when carrying out the study. In particular, it hoped that on the one hand a number of elements on either side which did not appear to be listed for inclusion in the study would in fact be included as they played a not insignificant role in the total compensation of the categories of staff concerned. On the other hand it expressed doubt about the validity of including on the United Nations side compulsory social security contributions paid solely by staff members with US nationality.

26. On the question of comparing expatriate benefits, the Committee expressed serious concern that a departure from the traditional Noblemaire comparison between the United Nations conditions and those of the home civil service of the comparator country, might weaken the basic underlying

principle of the salary system of the United Nations. The justification for the present margin of UN over US levels of remuneration was based in part at least on an expatriation factor. The Committee therefore agreed to express to the Commission its concern at this approach, the principle of which the Commission seemed to be in the process of accepting without having given it the consideration it deserved.

Methodology for identifying the highest paid civil service

27. The Committee reviewed document ICSC/R.248 which contained a report by the secretariat of ICSC on the progress made in the conduct of the comparison of conditions in the civil service of the Federal Republic of Germany with those in the United Nations. This comparison was being carried out in response to suggestions that had been made with increasing insistence that the present comparator country, the United States, might no longer have the highest paid civil service, and therefore might not be the appropriate country for use in application of the Noblemaire principle.

28. It noted that the study which was being carried out concerned the Noblemaire formula or application of the Noblemaire principle, rather than the principle itself, which had not been placed in doubt.

29. The paper went on, however, to suggest a methodology for carrying out a total compensation comparison between the Federal Republic of Germany and the United Nations.

30. This raised a serious problem. On the one hand, a comparison with the Federal Republic of Germany based on salary alone was not meaningful, since salary represented only part of the compensation package in the Federal Republic of Germany. It would not be appropriate to draw any conclusions based on a comparison of salaries alone. On the other hand, the Commission was at the same time developing the methodology for carrying out total compensation comparisons and had not yet arrived at conclusions on this subject. Therefore some of the methods proposed in ICSC/R.248 had not been tested, and it was not possible to know whether they were appropriate or not. The Committee did not wish in any way to slow down the process of determining which was in fact the highest paid civil service, but it was important to be aware that the methods suggested for the comparison with the Federal Republic of Germany were ones which were at the same time being developed

and tested in the context of the study on total compensation.

31. The Committee went on to note the suggestion that the comparison be made based on salaries corresponding to the average step within grade at the matching grades on both sides. Up to now the comparisons had been made at step one, and the justification for the change was not altogether clear.

32. With regard to the difference in retirement age: 60 in the United Nations, 65 in the Federal Republic of Germany, quite apart from any adjustment which might be necessary in quantifying the effect of this difference on pension benefits, there was another aspect which was important, namely the possibility in the German civil service of continuing on to 65 in active service. This was a major difference between the services and an advantage for the German civil servant. This option to continue beyond 60 appeared to be difficult to quantify.

33. The suggested use of the spot exchange rate in converting marks to dollars also seemed to be of dubious validity. The study having been expanded beyond its original bounds, it appeared preferable to consider using an average of exchange rates, in order not to give undue weight to what might be passing phenomena of the money markets.

34. Finally, the Committee indicated to ICSC its concern that the cost of living comparison which was to be carried out between Bonn and New York should be carried out with the greatest care and accuracy. For this reason, the involvement of ACPAQ in the conduct of the special place to place survey was welcome.

Staff assessment - tax structure at the seven headquarters
duty stations

35. The Committee reviewed document ICSC/R.251 prepared by the secretariat of ICSC in response to concern expressed at the twelfth session of the Commission over the fact that the staff assessment rates for the Professional and higher categories, introduced on 1 January 1981 after consolidation of 30 points of post adjustment, had been derived from a purely mathematical exercise designed to close the gap between post consolidation gross and net salaries.

36. The analysis carried out by the secretariat showed that in fact the

staff assessment rates thus derived were very close to the average tax rates of the seven headquarters locations and were close to those of the United States. With respect to the tax rates of the United States, the Committee noted that if proposals for a reduction in income tax were accepted this would help to bring staff assessment rates even more closely in line with those of the United States. It was satisfied that in the circumstances no further action to adjust the staff assessment rates appeared to be required. It doubted that there was a need for the Commission to review periodically the relationship between staff assessment rates and the relevant tax rates; it would suffice to do this on the occasion of some modification in the salary system. In the light of the Noblemaire principle and as long as the United States remained the comparator country, it would appear that the most significant comparison to be made would be between staff assessment and tax rates of the United States. These tax rates were also the most relevant in relation to the Tax Equalization Fund. In general however the Committee advocated that staff assessment rates should not be linked too closely to those of any one national tax structure, which might be subject to modification for purely internal political reasons.

Preparation for review by ACC of the level of remuneration of the Professional and higher categories

37. The Committee noted that ACC had decided "to consider the question of the level of remuneration of the Professional and higher categories at its first session in 1981" (ACC/Decision 1980/17).

38. In order to prepare for the consideration by ACC, the Committee examined a draft document for ACC (ACC/1981/PER/CRP/2/Rev.1) outlining a number of arguments which might be adduced for proposing an increase in levels of remuneration of the Professional and higher categories as well as a series of tables comparing evolution of purchasing power of United Nations remuneration with that of the national civil services of the headquarters countries and in particular the comparator country. The arguments in favour of an increase were essentially two, namely that the purchasing power of the remuneration of the Professional and higher categories had declined in the past ten years and that the existing level of remuneration

was insufficient to permit recruitment of certain types of staff from certain Member States.

39. The Committee noted that the force of the arguments advanced varied from organization to organization and from duty station to duty station. Some organizations might indeed be facing recruitment difficulties which could at least be partially attributed to the uncompetitiveness of United Nations remuneration. Other organizations faced no such recruitment difficulties. If a case was to be made for increasing the level of salaries for the Professional and higher categories it would have to be made on sound technical grounds. The tables contained in the draft ACC document would enable ACC to decide whether to go ahead with a proposal for increasing salaries. It did not appear to the Committee, however, that a common view could be developed on the appropriateness of such a proposal. It was therefore agreed that the draft ACC paper would be amended to take account of the comments made in the course of the discussion and that the executive head of each organization would be advised individually on the basis of that paper on the attitude which the organization should take in ACC.

40. In connexion with this item of the agenda, the Committee examined a paper submitted by FICSA to ICSC (ICSC/13/CRP.17) which made the case for an increase in Professional salaries based principally on the argument that those salaries had lost purchasing power over the years. It noted with considerable interest the arguments advanced by FICSA and the supporting evidence. Since ACC had on the agenda of its next meeting consideration of the appropriateness of recommending an increase in the salaries, the Committee decided to include in the draft paper for ACC any conclusions which might be arrived at by ICSC in relation to the FICSA paper.

General methodology for surveys of best prevailing conditions of employment

41. The Committee prepared comments on document ICSC/R.252 in which the secretariat of ICSC outlined the background to the review of the principles and methods for determining General Service salaries, made suggestions about

the proposed scope of the review, and outlined specific issues to be addressed by the Commission in its several stages. It noted the annex to the document which contained in tabular form a synthesis of the seven salary surveys already conducted by the Commission. This table would be of invaluable assistance to all organizations in dealing with future headquarters surveys.

42. In keeping with the spirit of the document, the Committee restricted its comments to the proposed programme of work in this area. Thus, it agreed with the suggestion that the broad principle, namely the determination of salaries by reference to local conditions in each duty station, not be reopened, but that the Commission might wish simply to scrutinize the precise wording of the basic principle in order to arrive at a definitive text.

43. Recognizing that this kind of review could not be carried out all at once, a staged approach had to be taken, and certain issues left to subsequent stages. However, at least one aspect of this approach gave rise to concern. The suggestion was made that for a variety of reasons, not the least of which was that the Commission had now had experience of conducting surveys in all headquarters duty stations but one, and was about to conduct a survey in that one, the first stage of the review should concentrate on the establishment of a general methodology for surveys at headquarters duty stations. The Committee recalled that in another document submitted by FICSA, an urgent appeal was made to give high priority to the conditions of service of General Service staff in the field, in particular to the manner of determining salaries. Several of the organizations had large offices outside of their headquarters, where the number of General Service staff was sometimes larger than the number of General Service staff in some headquarters duty stations. The staff in those field duty stations were increasingly restive at the manner in which their salary scales and related allowances were determined and did not understand why the headquarters locations should be the only ones to receive attention. For this reason alone it was time that some evidence be provided that these questions were being dealt with.

44. While the formal situation in so far as the statute of ICSC was con-

cerned might be justification for the secretariat to hesitate over the Commission becoming involved in General Service salary determination in duty stations other than headquarters, many of the issues which were listed for study in the first stage of the review in relation to headquarters duty stations were issues which affected salary determination in the field as well; they could very well be considered in relation to field duty stations at the same time as they were dealt with in relation to headquarters duty stations. It was not a question of actual surveys in duty stations away from headquarters, which the Commission had not as yet been requested to carry out by ACC, as required by the statute, but rather of the principles and methods of determining salary scales and related allowances, i.e. of matters which fell under Article 11 of the Commission's statute, not Article 12. The Committee therefore agreed to suggest that in carrying out the first stage of the review, the Commission secretariat might wish also to give consideration to the impact of these issues in determining salaries and allowances in these duty stations.

45. It welcomed the suggestion in the document that CCAQ and FICSA be closely involved in the review and indicated that it was CCAQ's intention to prepare detailed positions on the issues which were raised in the document, for the fourteenth session. In recognition of the fact that the secretariat of ICSC might be hard-pressed to do more than what had been suggested for the first stage, CCAQ would attempt to relate these issues to the situation in duty stations away from headquarters so that when it presented its views at the fourteenth session it might be able to indicate, perhaps only in broad terms, what some of the principles and methods of determining salaries and allowances in them might be. This would result in fact in a pooling of experiences: that of the Commission in carrying out salary surveys in headquarters duty stations and that of the organizations which had had long experience of salary surveys in other duty stations, with a view to arriving at an approach to these issues which might be valid on a worldwide basis.

46. The Committee agreed that, in order to be in a position to present detailed views to the Commission at its fourteenth session on all the issues involved, as indicated above, a working group should be established to prepare these views. It would be composed of representatives of UN, UNDP, ILO, FAO, UNESCO, WHO, ITU, IMCO, IAEA and FICSA. The Committee noted that

ACPAQ was scheduled to meet in Paris from 11 to 22 May 1981, and it agreed that there might be advantage if the working group were to meet in Paris around the same time, the exact dates to be determined in the light of ACPAQ's work programme. Having decided to establish two joint CCAQ/FICSA working groups on General Service staff in the field (see paras. 78-81), it agreed to entrust the preparation of views on the question of general methodology for setting salaries and allowances, in relation to both headquarters and other duty stations, to the same working group.. This working group would deal also with the question of dependency allowances for General Service staff in non-headquarters duty stations (see paras. 82-83). (The second working group, dealing with general policy questions would take place at a time to be decided after consultations with the organizations and FICSA.)

The scale of staff assessment for General Service category staff

47. The Committee had before it a document (ICSC/13/CRP.20) in which FICSA indicated to ICSC its concern that the staff assessment scale for the General Service category, which had been adopted by the General Assembly at its last session, be reviewed as soon as possible. FICSA was urging the Commission to instruct its secretariat to conduct a study on the subject and to submit proposals regarding the establishment of a single scale at its fourteenth session. They were advocating a return to the pre-1977 situation where the staff assessment scale was the same for all categories of staff.

48. The Committee indicated to the Commission that it had no objection to such a study being carried out and that it stood ready to provide any data which might be required in connexion with the study. It noted however that at least one of the points in the document appeared not to be quite accurate, namely the contention that the problem of staff assessment for the General Service category had only been dealt with superficially. It recalled in this connexion that on the contrary very detailed studies had been conducted on the appropriate rates of staff assessment for the General Service category, in particular in 1977 and 1978, and that the organizations had examined the possibility of proposing a single scale of staff assessment for all categories of staff.

Conditions of service of short-term staff

49. The Committee had before it a note by UN (ACC/1980/PER/22) examining two proposals which had been made by ILO at the fifty-second session regarding (a) the use of "with dependants" rates in calculating remuneration of short-term staff and (b) payment to non-local short-term staff of the post adjustment amount corresponding to the duty station if it was greater than the reduced level of daily subsistence allowance after 60 days. The UN concluded that no dependency element should be introduced into the remuneration of this category, and that the remuneration of non-local staff should continue to be computed as at present. However in those cases where the base salary plus post adjustment element for locally recruited staff was higher than the base salary plus subsistence element, the former should be paid to non-locally recruited staff. The Committee also had before it a proposal by ITU (ACC/1981/PER/CRP/3) that non-local short-term staff should receive, in addition to base pay and a reduced subsistence element, post adjustment at the level of WAPA. This proposal and other possibilities were illustrated in a series of tables (ACC/1981/PER/CRP/7) submitted by the Secretary, who concluded that the only fully logical and orderly solution would be to pay to all short-term staff, in addition to base salary, post adjustment at the rate of their place of permanent residence plus daily subsistence allowance for those who were not locally recruited.

50. The Committee noted that doubts which had earlier been expressed as to whether the post-consolidation rates of base salary should apply to non-local short-term staff (who would thereby enjoy some gain) had been withdrawn, so that both locals and non-locals would in future be remunerated on the basis of the revised salary scales which came into effect on 1 January 1981. This would go some way to correcting the previous inadequacy of the non-local rates which had led ITU to present its proposal and which other organizations had described as an obstacle in attracting suitably qualified short-term staff (for example, experts) to assignments away from their places of residence.

51. It was apparent that the categories of short-term staff to whom the particular conditions under discussion applied varied from organization to

organization. Language staff were everywhere excluded, but in some organizations some (if not all) short-term appointments of experts were made under these conditions, whereas in others (e.g. UN and those following its practices) experts were appointed under the "200 Series" rules with a different pattern of remuneration; for those organizations only staff appointed under the "300 Series" were concerned.

52. Some organizations expressed interest in the logical reform suggested in ACC/1981/PER/CRP/7; others however found that it would represent a fundamental change in pay policy and were concerned about the implications which might be drawn from it with respect to other categories of staff, as well as its budgetary implications.

53. The Committee agreed to revert to this item at the fifty-fifth session (July 1981). It was agreed that in the meantime further studies would be carried out by the secretariat, aimed in particular at determining with precision the categories of short-term staff to whom the conditions of service under discussion applied as well as the financial implications of the various proposals.

Effective date of appointment

54. The Committee had before it a paper (ACC/1980/PER/50) which drew its attention to a problem concerning the effective date of appointment.

55. If the first working day of the month did not coincide with the first day of the month, a situation could arise where a staff member, having left his previous employment at the end of the previous month, could find himself not officially employed by the organization until the first working day of the month and therefore without accident or medical coverage for several days.

56. The Committee noted the existence in one organization of a rule which permitted the organization to establish the effective date of appointment from the first calendar day of the month, even if that did not coincide with the first working day of the month. The paper by the Secretary suggested that all organizations might wish to adopt a similar rule.

57. The discussion of this subject revealed a variety of practices. The arguments in favour of a modification of the existing rules of most organizations were that it could be considered inequitable that a new staff

member should, because of a quirk of the calendar, find himself without salary or insurance coverage for a given period even though he worked the same number of days in the month as his colleague who was already in service prior to that month and who therefore had the full benefit of the weekend or holiday intervening between the first of the month and the first working day. Against this it was argued that the circumstances in which staff members took up their duties were often uncertain and to commit the organization to a particular effective date of appointment which might in practice turn out to precede the actual first working day of the staff member by a considerable period would not be justified.

58. The Committee concluded that it would be possible to make arrangements in a limited number of cases where the organization felt there was no justification for depriving the staff member of a full month's salary. These arrangements would fall short of a rule change and could be handled under existing procedures. It recognized, however, that such a pragmatic solution, which organizations could apply if they so desired, did not deal with all the ramifications of the problem which had been raised during the discussion. It was therefore agreed that organizations would reflect further on the issues and would continue the discussion of them at the fifty-fifth session (July 1981).

ILO Administrative Tribunal Judgement No. 402 (in re Grasshoff)

59. At the request of the Secretary of the UNJSPB, the Committee examined the implications of judgement no. 402 of the ILO Administrative Tribunal. In doing so, it noted that the Ad Hoc Inter-Agency Meeting on Security Matters, which had met in Geneva on 26 and 27 January 1981, had also requested CCAQ to study the implications of that judgement.

60. There were two quite distinct aspects to the implications of the judgement. The first concerned the procedures and rules of the organizations concerning security arrangements and in particular situations arising when staff and dependants were evacuated from an area in turmoil. The judgement relied on the contention that it was a fundamental principle of every contract of employment that the employer would not require the employee to work in a place which he knew or ought to have known to be unsafe. To do otherwise therefore constituted a breach of contract. If the employer failed to exercise due skill and care in arriving at a judge-

ment about the safety of a place, the employee was, subject to any contrary provision in the contract, entitled to be indemnified in full against the consequences of the misjudgement. This line of reasoning had serious implications for the organizations' emergency evacuation procedures, which in fact were the framework of the judgement about whether a place was safe or not.

61. The other aspect of the judgement concerned the organizations' compensation rules. The award given in the judgement was based on factors going far beyond those taken into account under these rules. The question therefore arose whether these rules should not be reviewed and whether in the meantime organizations would be well advised to take out supplementary insurance coverage to meet eventualities such as those dealt with in the judgement.

62. In the light of these considerations and bearing in mind the request from the Ad Hoc Inter-Agency Meeting on Security Matters that CCAQ should be entrusted with a study of the implications of the judgement, the Committee agreed to recommend to ACC that the Legal Counsel of the United Nations be requested to prepare, in co-operation with the legal advisers of other organizations, a study of the implications of the judgement in relation to the procedures and rules concerning security arrangements and the procedures and rules on compensation. In the light of that study CCAQ would consider what further action was required of it.

Standards of travel

63. The Committee had before it a paper (ACC/1981/PER/CRP/5) concerning standards of travel in aircraft, which raised two issues.

64. The first concerned the use of package tours on home leave travel. IAEA, which had a practice of allowing the use of package tour arrangements on home leave travel, was encountering some difficulties with the application of these arrangements in the light of a number of factors which existed in the present travel market. It therefore was seeking information on the practice of other organizations and in general wished to have a review of this question. While the Committee was able to have a brief exchange of views it was not in a position to come to any conclusions

in the absence of an analysis of the practice of organizations and the situation of the travel market. It therefore requested the Secretary to survey the practice of the organizations by means of a questionnaire, and to prepare a suitable document which would be examined at the fifty-fifth session (July 1981).

65. The second issue related to the introduction by some airlines on some routes of a "business class". Most organizations had not modified the existing rules on standards of travel to take account of this new phenomenon. They therefore continued to pay for official travel on the basis of the most economical and direct route and in most cases the most economical fare as well, irrespective of the standard of service. Two organizations had already made "business class" the standard of travel, while at least two others were considering the possibility of doing so, but before proceeding wished to seek a common system understanding in the matter. There were many considerations involved: cost, comfort, equity and duration of travel. The matter therefore deserved a more thorough analysis and it was agreed that the Secretary should establish the facts of the matter and prepare proposals which would be examined at the fifty-fifth session (July 1981).

Classification of duty stations according to conditions of life and work

66. The Committee reviewed the report of the ICSC working group on classification of duty stations according to conditions of life and work (ICSC/R.260 and ICSC/R.260/Add.1). It was gratified that the General Assembly had approved the recommendations made by the Commission - in the preparation of which CCAQ had participated - regarding this classification of duty stations, and the granting of special entitlements to staff members assigned to work in those duty stations where conditions were found to be particularly difficult. The organizations were convinced that the measures approved were a long-needed step towards an objective recognition that conditions in all duty stations were not equally conducive to effective work by staff members and that if the organizations were to be able to persuade highly qualified staff members to serve in the least congenial localities, they had to be able to offer some inducements over and above those provided to all staff in headquarters duty stations and others where living conditions were satisfactory.

The Committee noted that it had, moreover, long been the practice of bilateral aid programmes and other organizations having staff in such difficult places to offer inducements of this kind, often far more generous than those which had now been approved and, as the organizations had often pointed out, they had to compete with these other employers for the services of the limited pool of qualified staff available. What was at stake was not merely the comfort of staff members; it was the ability of the organizations to provide highly qualified staff to deliver the programmes which their Member States expected from them.

67. The measures having been approved, the next step was to prepare for their implementation. To this end CCAQ had welcomed the opportunity to participate in the work of the working group established by the Commission. It took note of the painstaking work done by the group to establish the scale by which the questionnaires received from field duty stations should be marked and the criteria by which entitlement to the different special measures should be determined. The conclusions arrived at by a long process of testing and correction and re-testing and re-correction were reasonable and gave special compensation when it was deserved while avoiding giving it where no sufficient justification existed. It was to be expected that as time went by further refinements and improvements could be made in the system in the light of longer experience; but the Committee believed that the proposals as presented were satisfactory and recommended them to the Commission for approval. The proportions of field duty stations and of staff members serving in them who would benefit by the new measures were reasonable and the total additional cost, after offsetting the savings to be realized by the discontinuation of the existing "Rest and Recuperation Leave" arrangements, was acceptable.

68. The Committee urged the Commission to approve the marking scales and criteria submitted by the working group, both as regards the additional travel entitlement (for which the General Assembly had already given its approval and incorporated the necessary amendments into the Staff Regulations of the United Nations) and as regards the so-called "financial incentive" which would be granted to staff in a small number of duty stations as a supplement to the additional travel entitlement where conditions were

exceptionally bad. The Commission had reserved its final decision regarding this financial incentive until it saw how it would be applied; the Commission should now be satisfied that it would be used sparingly and only in the most deserving cases but that for staff assigned to the small number of duty stations concerned it was an appropriate and necessary recognition of the unusually difficult conditions in which they were called to serve. The Committee urged therefore that the Commission now approve this measure, under the authority given to it by Article 11 of its statute to determine the conditions of the assignment allowance. The Committee also urged that, in approving this measure, the Commission should decide that the amount so added to the assignment allowance of the staff in the duty stations concerned should not be taken into account in the calculation of rental subsidy in these duty stations, lest what was given with one hand be taken back with the other.

69. As regards the procedure, the Committee proposed that the Commission should authorize its Chairman to promulgate, as soon as possible after the close of the thirteenth session, the list of duty stations at which the special entitlements would apply, on the basis of the proposals of the working group. Subsequently, as foreseen in the Commission's sixth annual report, the list of entitlements should be reviewed once a year, on the basis of revised questionnaires to be submitted at any time by Resident Representatives or other responsible officials who believed that conditions in their duty stations had changed significantly since the last submission. These proposals should be examined by the joint working group which had carried out the first evaluation and the Chairman of the Commission should be empowered to act upon the working group's recommendations and promulgate any changes in the schedule of entitlements. Similarly, if during the course of the year, conditions in a given duty station were to deteriorate so gravely that the Secretary-General ordered the evacuation of dependants of staff members from the duty station, the Chairman of the Commission should be empowered to place that duty station automatically in the category where the staff members remaining there were entitled to home leave travel every twelve months.

70. The Committee agreed on a number of measures for implementing the ICSC recommendations concerning frequency of home leave travel. These are contained in Annex III.

Method of salary determination for national officers

71. The Committee had before it a document (ACC/1980/PER/36) prepared by UN, UNICEF and UNDP in which a methodology for the determination of salaries of national officers was proposed. It was suggested that that methodology should be built upon the existing methodology developed for determining local General Service salaries in the field, since both should be remunerated according to the principle of "best prevailing rates". The three organizations agreed to undertake a number of initial surveys which would serve as the background for the preparation of a more detailed paper to be submitted to CCAQ, proposing the methodology to be used in the future. In the meantime the national officer salary scales already being applied by UNICEF could be used.

72. Without prejudice to the outcome of the more detailed study, the Committee indicated already its tentative agreement to the suggestion that the function of approving and issuing national officer salary scales should fall to the Office of Financial Services of the United Nations.

Report of the Working Party on National Experts

73. The Committee took note of the report of the Working Party on National Experts (ACC/1980/PER/37) which had been convened by UNDP in accordance with a decision taken by CCAQ at its fifty-third session and which had met in New York from 8 to 11 December 1980.

74. The report contained a draft service agreement designed to be used by organizations when hiring national experts as well as draft guidelines to be used in conjunction with the agreement. The Committee noted that several members of the Working Party had suggested that CCAQ might also develop a model "reimbursable loan agreement" for use by organizations in dealing with governments which had recruited national project personnel directly. In the view of the Committee the development of such a model reimbursable loan agreement was indeed essential and should have been given priority. Before organizations became employers of national experts, through special service agreements such as the one proposed in the report

of the Working Party, all efforts should be made to place the responsibility for the hiring of national experts on the national governments involved, the organizations' involvement being limited to providing financing. The Committee recognized, however, that the development of such a reimbursable loan agreement was probably not within the competence of CCAQ. It therefore agreed that ACC should be requested to ask CCSQ(OPS) to take up this matter as a priority.

75. Recognizing that in the meantime some organizations would no doubt feel the need for a special service agreement of the type contained in the report, the Committee agreed that organizations should study the two draft texts and send their detailed comments to the Secretary, who would then circulate a revised version reconciling and incorporating those comments, for approval by correspondence.

Arrangements for the protection of personnel and property
of the family of organizations of the United Nations

76. The Committee examined two documents (ACC/1980/PER/38 and ACC/1981/PER/3) dealing with the arrangements for the protection of personnel and property of the family of organizations of the United Nations. In ACC/1981/PER/3, the United Nations and UNDP made a number of suggestions concerning the revision of the arrangements as they related to the remuneration of staff in evacuation status. Subject to some minor changes suggested by the Committee these recommended changes were agreed. The secretariat was requested to issue a revised version of the arrangements incorporating the changes agreed. The Committee also endorsed the generally favourable response of the paper to the suggestions FICSA had made on how to deal with locally-recruited staff affected by an emergency situation.

77. In response to concern expressed by FICSA about its suggestion to create a reserve fund for the hiatus financing of staff evacuated from their duty stations pending reassignment, the Committee indicated that this question had been examined by UNDP and by CCAQ(FB) and that the necessary financial arrangements existed already.

General Service staff at field duty stations

78. The Committee reviewed a document (ICSC/R.261) which was being submitted by FICSA to ICSC and which dealt with the conditions of service of

General Service staff in field duty stations. It recalled that it had already presented to ICSC its own views on this subject in 1979 in document ICSC/R.181.

79. The paper submitted by FICSA dealt with three main topics: security of tenure and career structure; methodology for salary surveys in the field; and dependency allowances. It made a number of specific recommendations on how to improve the situation of General Service staff in the field, and in particular highlighted some of the problems encountered in establishing the salary scales for this category of staff. Because General Service staff serving away from headquarters locations represented a considerable proportion of the total UN staff, FICSA was urging the Commission to review its priorities in this area of its work and to look for possible remedies to some of the problems listed.

80. The Committee expressed considerable sympathy with the aims of the FICSA submission. While the organizations took pains to give due attention to the special needs of this category of staff, the staff themselves often suffered from a feeling of isolation, even of neglect. The problems involved were, however, of two quite different types. The first had to do with the principles which should govern the conditions of service of such staff. This was the kind of question to which the ICSC had a mandate to address itself. Thus in connexion with its studies on career prospects and career development in general, and on the general methodology for the determination of General Service salaries, ICSC could be expected to develop the major policy directives which should apply to General Service staff in the field. Such questions were quite distinct from the other category of issues raised by the paper, namely those which involved the practical administration of the conditions of service and the detailed application of various methodologies. The points made by FICSA concerning the salary surveys, such as the matching of job descriptions, structure of the salary scale, etc., were questions which CCAQ ought to be able to deal with itself. As for tenure of appointment, various members of the Committee drew attention to the constraints arising from their existing policies and requirements.

81. In the light of these considerations the Committee agreed that it would inform ICSC of its general sympathy with the approach taken by FICSA and would invite it to give guidance on the principles which should govern the conditions of service of General Service staff in the field. The Commission

would at the same time be informed that CCAQ intended to deal with the more practical aspects of the issues raised, in close co-operation with FICSA and representatives of the staff most closely concerned. It therefore agreed to establish two joint CCAQ/FICSA working parties which would have as their mandates the following questions:

- (a) methodology of salary surveys and interim adjustments;
- (b) general policy questions.

Dependency allowances for General Service staff at non-headquarters duty stations

82. The Committee had before it documents (ACC/1980/PER/19, ACC/1980/PER/19/Corr.1, ACC/1981/PER/2) in which the United Nations and WHO made proposals on the methodology to be used for setting dependency allowances for General Service staff at non-headquarters duty stations. It recalled that this question, initially raised by the United Nations at the fifty-second session (part I) (January 1980), was also being raised by FICSA in document ICSC/R.261, which it had submitted to the thirteenth session of ICSC (see paras. 78-81 above).

83. The proposals made by the United Nations and WHO had some serious implications for the level of dependency allowances in a number of duty stations. CCAQ agreed that this was a question which should be treated in conjunction with the broader question of the methodology for setting General Service category conditions in non-headquarters duty stations. Since it had agreed that a working group should deal with that broader question, the proposals made by the United Nations and WHO should be studied by the working group, which would report to CCAQ at its fifty-fifth session (July 1981).

Report of the Sub-Committee on Job Classification

84. The Committee had before it the report of the fourth session of the Sub-Committee on Job Classification, which had met in Geneva from 27 to 29 October 1980. It took note of the report, which contained draft tier II standards on translators and revisers and on personnel management specialists incorporating the comments of the Sub-Committee. In this connexion it also reviewed document ICSC/R.259 in which these tier II standards were submitted to ICSC.

85. With regard to the tier II standard for translators and revisers, the Committee noted the action taken by the United Nations on job classification and career development of its language staff. The action, taken with the approval of the General Assembly (resolution 35/225), could potentially lead to a situation where the grading structure for translators and revisers in that organization might differ considerably from that resulting from the use of the master standard and the tier II standard. The United Nations indicated its intention to co-operate with ICSC in the implementation of the arrangements, in accordance with General Assembly resolution 35/214, Section II. The other organizations feared, however, that the action in the United Nations would result in disparity of grading patterns and noted that it had already led in some organizations to pressure by staff for similar action; they endorsed the ICSC standard for translators and revisers.

86. The draft standard for personnel management specialists gave rise in the Committee, as it had in the Sub-Committee, to a full discussion of the rationale for the categorization of organizations according to number of staff, which appeared to be the cornerstone of the standard. The Sub-Committee had noted that the categorization according to number of staff employed should be retained as one of the indicators of the varying levels of complexity of work faced by personnel management specialists, especially at the management levels (P-5 and above). Some organizations continued to be concerned that the standard as at present drafted might imply that it would be mandatory to apply certain grades to certain levels of responsibility in other organizations even though those same levels of responsibility in other organizations might be graded differently. This appeared to them to introduce an element of rigidity in the standard which would offset the flexibility of the master standard, whereby grades were determined solely by the responsibilities of work, measured according to a numerical rating of grading factors.

87. Subject to the reservations of these organizations, the Committee agreed to endorse the standard for personnel management specialists. The attention of the Commission would be drawn to the concerns expressed about both standards. The United Nations indicated that it would make a separate

presentation to the Commission with regard to its position about those standards.

Plans for the implementation of the master standard (tier I)

88. The Committee reviewed a document (ACC/1980/PER/41) which contained the report on plans for the implementation of the master standard (tier I) of ICSC job classification standards which the Commission had asked to receive at its thirteenth session. The report was in the form of a table which is attached in Annex IV (also reproduced as ICSC/R.258).

89. In endorsing this report the Committee noted that it responded to the request of the Commission to be informed of the general approach which each organization intended to adopt for the implementation of the standard. In accordance with a previous decision of the Committee, taken on the recommendation of the Sub-Committee on Job Classification, the report had not included information on those subsidiary aspects of the application of the master standard on which the Commission had formulated a number of recommendations. Organizations would be able to report to the Commission on any features of their plans for implementation which they considered deserved special mention or on any problems which they were encountering.

Report of the Working Party on Performance Appraisal

90. The Committee had before it, for approval, the report of the Working Party on Performance Appraisal (ACC/1980/PER/42) which had met in Geneva on 26 and 27 January 1981. The report analysed the proposals which had been made by the secretariat of ICSC relating to performance appraisal and the model performance appraisal forms suggested by that secretariat (ICSC/R.216). In reviewing the proposals the Working Party had sought both to react in substance to the recommendations of the secretariat of ICSC and to prepare the comments which the Committee would make to ICSC at its thirteenth session, since consideration of this item had been postponed at the request of the Committee in order precisely that these matters might be fully examined.

91. The Committee was conscious that the conclusions reached were not such as would be entirely satisfactory to all organizations but they did take into account the sort of practical considerations which the organ-

izations were concerned to deal with. In particular the performance appraisal form which reflected suggestions made by the Working Party (see Annex V) was not intended to be recommended for use by organizations as it stood, but rather was to serve as a model, leaving it to each organization to adapt the language and the substance as it saw fit in order to meet its requirements. With this understanding the Committee approved the report.

Report of the Sub-Committee on Staff Training

92. The Committee took note of the report (ACC/1980/PER/43) which covered the Sub-Committee's seventh session held from 13 to 16 October 1980. In particular the Committee endorsed the work programme for 1981 adopted by the Sub-Committee as follows:

- (a) Training of field staff and its financing;
- (b) Orientation of new staff;
- (c) Evaluation of training programmes;
- (d) Inter-agency co-operation in the training field (in particular ways and means of ensuring joint planning for future inter-agency training programmes).

93. The Committee also endorsed two papers for submission to ICSC, one on the relationship of training to career development (subsequently issued as ICSC/R.254), and the other on elements for a management training programme (subsequently issued as ICSC/R.255). The Committee took note of the reservations expressed by the United Nations, UNDP and WIPO concerning the possible role of ICSC in this area which, in the view of these organizations, should be limited to the establishment of policy guidelines.

Inter-organization exchange of personnel

94. The Committee had before it a paper (ACC/1980/PER/44) setting out the position which the Committee might wish to take vis-à-vis the proposals of the secretariat of ICSC concerning inter-organization exchange of personnel. The Committee recalled that in document ICSC/R.217 the secretariat of ICSC had made several proposals aimed at enhancing such exchanges; these included a common prospection procedure, the acceptance and application of the inter-agency transfer agreement, the standardization of the

contents of vacancy announcements, a central vacancy announcement procedure and a central career development candidate referral service.

(The views of the Committee on the acceptance and application of the inter-agency transfer agreement are reflected in the section below).

95. While recognizing that all organizations could derive some benefit from inter-organization exchanges of personnel, the Committee considered that the extent of inter-organization exchanges was not such, nor was it likely to become such, as would warrant the development of sophisticated inter-agency procedures to deal with them. This view was reinforced by the fact that transfers could only take place at the request of or with the consent of the staff member; this meant that the initiative for such movements could, without disadvantage, be left to the individual staff members.

96. The Committee nevertheless considered that a prospection procedure which consisted of a simultaneous advertisement of vacant posts within and outside the organizations might be an improvement. Likewise, it accepted, subject to each organization having the possibility of introducing modifications, that a model notice of vacancy along the lines of the one contained in Annex VI would also improve prospection. With regard to the central vacancy announcement procedure, which would consist in the secretariat of ICSC acting as a focal point for reception and dissemination of vacancy notices, the organizations were prepared to employ such a procedure on an experimental basis, on the understanding that it did not supersede existing arrangements within the organizations. The Committee was not able, however, to concur with the proposals of the secretariat of ICSC for the establishment of a central career development candidate referral service, believing that its cost and other implications would outweigh its usefulness.

97. The Committee's concurrence in some of the proposals was subject to two general reservations which it had already expressed on the occasion of its initial discussion of this topic, namely that any new procedure should not result in slowing down the already cumbersome recruitment process and that several organizations were required to respect constitutional obligations which made it impossible for them to participate in common procedures such as the ones advocated.

Inter-organization agreement concerning transfer, secondment or loan

98. The organizations recognized the value of inter-organization exchange of personnel for all the reasons which had been cited both in the report of ICSC and in the report of the consultant commissioned to study the inter-agency transfer agreement (ICSC/R.256). Nevertheless, in the light of the statistics available relating to such exchanges, they were obliged to recognize also that they were not a major feature of the international civil service. Movements between organizations were extremely limited, and in the view of the organizations were not likely to increase significantly. Some of the reasons for this situation were: reluctance of many staff to envisage transfer to other organizations, especially when this involved a change of duty station; limited availability of openings in another organization in the same field of work, except in the less technical disciplines; the natural desire of organizations to retain the best staff they had; the reluctance of staff to risk damaging long-term career prospects for the sake of immediate advantages through transfer or secondment. In the light of this situation it did not appear to the organizations that a desire to promote inter-organization exchange of personnel should become an overriding feature of personnel policy when so many other questions, such as classification of jobs, recruitment and promotion policy, remuneration policy, clearly weighed more heavily in the balance.

99. The inter-agency transfer agreement was, in the view of the organizations, an administrative instrument aimed at facilitating and providing a framework for those exchanges that did take place. It was not the appropriate place to include measures designed to promote exchanges, as had been suggested by the consultant. The organizations were on the whole satisfied with the agreement as an administrative instrument, and the need for any improvements in it could best be handled by the organizations themselves within CCAQ. At this stage therefore it did not appear to the organizations that a working party to re-examine the agreement would be justified.

100. Finally, on specific points, the organizations did not consider that promotions or extra steps within grade should be granted as an incentive to transfer or secondment, irrespective of the grade of the post to which the staff member was moving. On the other hand, with one organization

reserving its position, they considered that promotion on transfer or secondment should normally be granted when a staff member was selected for a higher graded post. The amendment proposed by the consultant to Article 8(c) of the agreement was not acceptable to the organizations in view of their differing practices with regard to tenure of appointment. It would not be possible for them to guarantee in all cases the same duration of contract to the transferred staff member as he had in his previous organization.

Internal recourse procedures

101. The Committee reviewed the document (ACC/1980/PER/45) which set out the results of the survey of the existing internal recourse procedures in the common system carried out by the secretariat. It recognized that the document contained a useful inventory of existing practices which could be consulted by organizations and by staff representatives. Those organizations which found that the summary did not reflect entirely accurately their situation were requested to submit amendments to the secretariat, which would then issue a corrigendum.

102. The Committee recalled that the document had been prepared as a result of an initial discussion of this question at the fifty-third session. At that time the Committee had had before it proposals from FICSA for improving the internal recourse procedures in the organizations (ACC/1980/PER/29). The Committee had considered that before it could deal with the substance of the FICSA proposals it would need to know the existing situation. Having reviewed the survey contained in ACC/1980/PER/45, the Committee had to conclude that the variety of practices among the organizations was such that it did not appear to be feasible to attempt to develop a common pattern for them. Organizations might, however, consider adopting features found among the practices reported in the survey which were suited to their particular requirements. Nevertheless, this did not preclude the Committee from discussing and coming to a consensus on a number of principles and guidelines. Such principles and guidelines could serve as a general framework for these procedures, even in the smaller organizations, which had indicated that their limited requirements made it unnecessary for them to consider adopting elaborate measures. FICSA's proposals were for the most part in the nature of such principles. Because, however, FICSA had not

had an opportunity to consult its constituents on the results of the survey conducted by the secretariat, and the organizations had not carried out internal consultations on the FICSA proposals, which consultations would need also to take into account the information contained in the inventory, it was agreed that FICSA and the organizations would each hold these consultations and would then inform the Secretary of their respective views on the subject by 30 April 1981. In the light of these views the Secretary would prepare a further document setting out the areas in which inter-agency agreement appeared possible. This document would be examined at the fifty-fifth session (July 1981).

Study on the remuneration of UNJSPF pensioners employed under special service agreements or contracts (UN General Assembly resolution A/35/215, paragraph (d))

103. The Committee examined a note submitted by WHO recalling the request of the General Assembly in resolution A/35/215 that the UNJSPB study the practice whereby individuals holding United Nations special service agreements or contracts receive a fee and a pension simultaneously from the United Nations or the specialized agencies. In its note WHO suggested that the Secretary send a questionnaire to all organizations to determine what their present practices were in respect of the employment and remuneration of persons receiving a UN pension.

104. The Committee welcomed this proposal. The question of the terms of employment as consultants of former staff members was one which deserved full consideration and was not limited only to the specific question raised by the General Assembly. Other issues such as the level of remuneration of consultants, the duration of their employment, the interval between the end of regular service and the beginning of a consultancy, the responsibility of the employing organization to be aware of the situation of the person employed as a consultant and the means available to it to ensure such information, were all matters which the Committee considered should be examined.

105. It therefore agreed that the Secretary should, in consultation with the Secretary of the Board, prepare a questionnaire which would survey the practices of the organizations in such a way as to enable the preparation of a document on the basis of which CCAQ could take a common

position on these issues. Because the General Assembly had requested the Board to report to it at its thirty-sixth session, the timing of the questionnaire and the preparation of the document would have to be such that the Board was in a position to examine it at its twenty-eighth session in June 1981. The document would thus have to be approved by correspondence.

Security and independence of the international civil service

106. The Committee had before it a paper (ACC/1980/PER/46) concerning security and independence of the international civil service. This contained a proposal on the manner in which the Committee might react to the request of the Organizational Committee that it further review the conclusions it had reached at its fifty-third session (July 1980) on the question of reporting cases of arrest and detention of staff and on submission of resignations. The Committee noted and welcomed the resolution of the General Assembly (35/212) calling on Member States to respect the privileges and immunities of officials of the United Nations and the specialized agencies and requesting the Secretary-General to submit to the General Assembly, on behalf of ACC, a report on any cases in which the international status of the staff members of the organizations had not been respected.

107. With regard to the procedures for reporting cases of arrest and detention, the Committee confirmed the conclusions it had reached at the fifty-third session to the effect that all efforts would be made to ensure complete co-ordination among the organizations and in particular with the United Nations, which would act as a focal point in these matters, in order to protect the interests of the staff. The draft manual on security examined at the Ad Hoc Meeting on Security Matters which had been held on 26 and 27 January 1981 recalled these procedures and would be of great assistance to organizations in preparing themselves to meet threats to the security and independence of staff.

108. With regard to the question of the submission of resignations, the Organizational Committee had requested that CCAQ give further consideration to adopting rules which would set out an orderly procedure for the handling of resignations in such a manner as to ensure that the employment

relationship was severed only in accordance with established arrangements that would ensure free option of the staff member. While not wishing to underestimate the gravity of the problems posed in determining whether the resignation was freely given or not, the Committee did not consider that it would be possible to devise rules such as would ensure that in all cases this was so. It noted with interest that two organizations had developed texts to deal with this problem; the UNESCO text had been adopted by that organization, while the WHO text was under consideration. These texts are as follows:

UNESCO

"... The memorandum of resignation should be submitted by the staff member while he is present at his duty station. If transmitted from elsewhere, a resignation may be considered as properly submitted if the Director-General is satisfied that exceptional circumstances justified this action and that the resignation is genuine."

WHO

"A resignation must be submitted in person by the staff member through hierarchical channels, unless the Director-General, in his free discretion, decides to waive this requirement in a particular case."

109. In the course of the discussion it emerged that a clear distinction needed to be made between cases of resignation under obvious duress, such as resignations tendered by staff members known to have been arrested, whether these resignations were submitted from afar or not, and resignations submitted by staff members for reasons of a more personal nature while away from the duty station. The former situation was by far the more serious of the two and any solutions should be designed to deal with that as a first priority.

110. The Committee therefore agreed that each organization would study the texts above and in the light of the discussion which had taken place and of its own circumstances would, if it deemed it appropriate, introduce a text along the lines of one of them in their rules. It was recognized that such a text might in certain circumstances enable the executive head of the organization to deal more effectively with a resignation which was suspected not to have been freely given.

Inter-agency co-ordination

111. The Secretary reported orally on the response of organizations to the communication he had sent to them in compliance with the decision taken at the fifty-third session. He inferred that most organizations did not find it worthwhile to change the present scheduling of sessions of the PER and FB components of CCAQ so that both could meet together at the same time and place. If a matter arose calling for consideration by both PER and FB components and of sufficient importance to warrant the organization of a joint meeting, such a meeting would be held; otherwise, each component would continue to schedule its own sessions independently as at present, co-ordination between them being assured by the secretariat and - most importantly - at the level of each organization.

112. The Committee endorsed this conclusion.

Budget estimates for CCAQ

113. The Committee had before it two papers, one containing revised expenditure estimates for 1980-1981 (ACC/1980/PER/48-ACC/1980/FB/66), the other containing CCAQ's programme budget for 1982-1983 (ACC/1980/PER/49-ACC/1980/FB/67). In respect of the first paper the Committee was informed that the additional resources for 1980-1981 were made necessary by the travel requirements of the secretariat, the full extent of which it had not been possible to estimate at the time the budget had been prepared; nor had the rapid inflation in travel costs been foreseeable. Additional resources were also made necessary by the unforeseen level of the costs incurred for computer services at the International Computing Centre. The full extent of the increased costs under this heading had been offset to a large extent by savings in the use of consultants. The total additional requirements were therefore \$13,300, it being understood that these figures were not final and would need to be adjusted to take account of more realistic exchange rate figures and inflation figures in Switzerland.

114. In the light of these explanations, the Committee approved the revised expenditure estimates for 1980-1981.

115. With regard to the programme budget for 1982-1983, the Committee endorsed the programme budget as proposed. In doing so it recognized that the staffing structure set out in that document was based on the current situation and that it might be necessary to review it if that situation were to change.

116. These two papers would be transmitted to CCAQ(FB) for consideration at its fifty-fourth session (March 1981).

Administrative and budgetary questions concerning ICSC

(a) Staffing of the secretariat

117. The Committee held consultations in private meetings regarding the staffing situation of the ICSC secretariat. It agreed that on the basis of these consultations, each executive head would be advised individually on the question of impending vacancies in the secretariat.

(b) Performance report on the programme budget for the biennium 1980-1981

118. The Committee took note of document ICSC/R.265, which contained a performance report on the programme budget of the ICSC for the biennium 1980-1981. It agreed with the suggestion in it that in order to keep the Commission informed of further developments, the final budget performance report, which was expected to be issued in the latter part of 1981, should be submitted to the Commission at its fourteenth session for its consideration and review and subsequent presentation to the United Nations.

(c) Draft programme budget for the biennium 1982-1983

119. In document ICSC/R.266 the secretariat of ICSC was presenting the draft programme budget for the Commission for the biennium 1982-1983.

120. In reviewing the proposals made in the programme budget the Committee expressed considerable concern at the overall growth in that budget of 23 per cent. At a time when all organizations were being obliged to exercise restraint in their own programme budgets, restraint which meant that there was either no growth provided for or at best a very minimal growth, it appeared to them difficult to accept that the budget of the Commission should increase by the amount suggested. In particular the organizations feared that when they came to seek the financial resources to pay their share of the ICSC budget their own legislative bodies might raise serious questions about the justification for such an increase; in some organizations the budget proposals for the biennium 1982-1983 had already been presented to legislative bodies and had not provided for an increase of this magnitude in the jointly-financed programmes.

121. Recognizing however that the proposed increase stemmed directly from the work programme foreseen for the Commission in 1982-1983, the Committee agreed that in its comments to ICSC it should indicate the areas in which it thought cuts could be effected. A great many items in the work programme were ones which had already been started and should clearly not be stopped, others related to on-going work in the area of salaries and allowances to which the organizations attached considerable importance. The Committee recalled that at the twelfth session of the Commission it had supported the increase in the resources of the Cost of Living Section of the secretariat of ICSC in order to speed-up and rationalize the work in the area of post adjustments. It was above all in the areas of work covered by Articles 13 and 14 of the statute, for which the Personnel Policies Division of the Commission's secretariat was mainly responsible, that the organizations felt that the ICSC should be urged to manage within the present level of resources. It then agreed on a list of work items which it would indicate to the Commission, if it was requested to do so, as areas of work which did not have to be completed in the 1982-1983 biennium. The Committee accepted that if the budget expansion of the Commission was to be kept within bounds, priorities would have to be established; the organizations were prepared to accept a delay in some areas of the Commission's work. The Committee would also indicate that a slower pace in these areas might help improve its methods of work and would certainly facilitate the task of smaller organizations, which were hard-pressed to keep up with the existing pace.

122. These views would be conveyed in full to CCAQ(FB), which was due to meet from 9 to 13 March 1981. The views of both parts of the Committee would form the basis for the final position which ACC would take.

Review of the statute and rules of procedure of ICSC

123. Document ICSC/R.263 contained a study pertaining to the review of its statute and rules of procedure which the Commission had decided to carry out. The document, prepared by a consultant, was a very complete analysis of the background to and provisions of the statute and rules of procedure. The Committee took note of it with great interest. It stood ready to participate with ICSC in the review. If after further examination of this question the Commission were to contemplate suggesting any amendments to

the statute or to the rules of procedure, the organizations would expect to be fully consulted as required by the statute.

Review of General Assembly decisions

124. The Committee had before it a document (ACC/1981/PER/CRP/6) which contained texts of some of the resolutions adopted at the thirty-fifth session of the United Nations General Assembly relating to the common system. These concerned the report of the International Civil Service Commission (resolution 35/214), Personnel Questions (resolution 35/210), and the report of the United Nations Joint Staff Pension Board (resolution 35/215).

125. In this connexion, the Committee examined another document (ICSC/13/CRP.10), prepared by the secretariat of ICSC, concerning the decision of the General Assembly to request ICSC and the Joint Inspection Unit (JIU) to carry out a study on concepts of career, types of appointments, career development and related questions. It noted the exchange of letters which had taken place between the Chairman of the Commission on the one hand and the Assistant Secretary-General of the United Nations and the Chairman of the Joint Inspection Unit on the other hand, and in particular the list of matters which the JIU intended to take up in connexion with the study.

126. The Committee was concerned at the duplication of effort which the decision of the General Assembly entailed. The procedures of the two bodies were quite dissimilar, in particular in so far as the participation of the administration and staff was concerned. In the light of the terms in which the resolution was drafted, however, the Committee considered that the study to be carried out by the JIU was relevant only to one organization, the United Nations. It did not appear from the resolution or from the exchange of letters that there was any intention to study these matters in relation to the system as a whole. It agreed that it would recommend to ACC that it convey this understanding to JIU and remind it that if the study were presented by JIU as concerning all organizations it would have, under the existing procedures, to be accompanied by ACC's comments before it could be considered by any legislative body. The Committee agreed to inform the Commission also that this was its understanding and that it did not therefore expect to be involved in the study.

127. With regard to pension matters, the Committee noted with satisfaction that the General Assembly had approved the "Washington proposals" and that as a result an improved system for dealing with the effects of the present economic instability on the United Nations pension system now existed. The Pension Board and the ICSC had also been requested to give high priority to the elaboration of a special index for pensioners, including the impact of national taxation. CCAQ reaffirmed the readiness of the organizations to participate in this study.

128. The Committee was informed by the representative of the United Nations of the background to the decisions of the General Assembly which were reflected in the resolution on personnel questions, in particular as regards geographical distribution, employment of women, security and independence of the international civil service, and review of personnel policy in the United Nations. The Committee noted that as in past years a certain number of issues dealt with in the resolution on personnel questions were couched in terms which called for action not only by the United Nations, to whom in principle the resolution was addressed, but by the other organizations of the common system as well. The Committee agreed to draw the attention of ACC to this feature of General Assembly resolutions which potentially gave rise to difficulties of a constitutional nature since each organization had its own procedures for legislative action.

Proposed work programme of the Commission

129. The Committee reviewed the work programme of the Commission which was contained in document ICSC/R.243/Add.1. It considered it to be a useful forecast of what the Commission would be doing up to the end of 1983, which would assist the organizations in preparing themselves.

130. The Committee made the following comments on specific items of the proposed work programme. With regard to the Noblenaire comparison it noted the intention of the Commission to complete the exercise of verifying the highest paid national civil service as far as the Federal Republic of Germany was concerned in 1981. It was also proposed to complete the total compensation comparison in 1982 with the United States civil service. It appeared somewhat premature to decide therefore at this stage already that upon the completion of these studies a "fresh look" at the Noblenaire principle would be required. It was CCAQ's understanding that the Commission had reaffirmed the validity of the Noblenaire principle at the time it

carried out the salary review for the Professional and higher categories in 1976 and it appeared that a "fresh look" at the Noblemaire principle would only be required if the studies which were being carried out on the highest paid national civil service and on total compensation led to the conclusion that the Noblemaire principle was indeed no longer appropriate.

131. With regard to the review of the post adjustment system, the Committee indicated it considered it essential that the Commission deal in 1981 with the alleged anomalies of the post adjustment system other than the methodological problems which the ACPAQ working group had been strictly speaking set up to consider (see paras. 6-12 above).

132. The Committee also noted with appreciation the intention of the Commission to devote considerable attention and assign a high priority in 1981 and 1982 to the question of a general methodology for salary surveys for the General Service category (see paras. 41-46 above).

Other business

(a) Developments with respect to the question of supplementary payments made to international civil servants by governments and to staff members being required to submit part of their emoluments to governments

133. The Committee discussed the contents of document ICSC/13/CRP.11 in which the secretariat of ICSC described the developments since the twelfth session with respect to supplementary payments by governments to staff members and payments by staff members to their governments.

134. With regard to supplementary payments made by governments to staff members, no new information had come to light about this matter. The Committee agreed that if any such information were to become available, the organizations would report it to the Commission at its fourteenth session.

135. With regard to the question of staff members being required to submit part of their emoluments to their government, it decided to request ACC to clarify its wishes.

(b) Methods of work of the Committee

136. The Committee examined some aspects of its methods of work which

appeared to be causing difficulty. These concerned the timing of the meeting held at the beginning of the year and its relationship to the resumed session held in New York in connexion with ICSC very shortly thereafter. The documentation for these meetings, in particular ICSC papers, was very often received so late that it was impossible for organizations, especially those outside Geneva, to hold the consultations needed in order to be in a position to participate effectively in discussions. The suggestion was made therefore that the meeting in January be shortened to one week and that it deal only with CCAQ matters, since the documents for these were, barring exceptional circumstances, ready well in advance. The resumed session would begin one week or several days prior to the beginning of ICSC and would be devoted exclusively to the preparation of positions on ICSC documents, which would have been received by then and the necessary consultations completed. It was also suggested that the Committee should systematically defer consideration of any item for which the working documents had not been distributed at least one month prior to the session.

137. The Committee was not convinced that these measures would altogether solve the problems which were being encountered. It did agree, however, that it might be possible to expedite some of the questions by asking the Secretary to take the initiative on them, for example by sending out questionnaires, without waiting for the Committee to request such action. The January meeting might be devoted to a meeting of personnel officers who would deal with CCAQ questions and such ICSC matters as fell within their competence and for which documents were available. This meeting might be reduced in duration to one week. In order to deal with the ICSC questions in an orderly manner it was agreed tentatively that the Committee could meet several days before the beginning of the winter session of ICSC, it being understood that every attempt would be made to schedule consideration of items in ICSC in such a way that members of CCAQ need not be away from their desks longer than was absolutely necessary.

138. The Committee requested the Secretary to prepare a complete review of these questions in time for them to be discussed at the fifty-fifth session (July 1981), bearing in mind the comments that had been made at the current session.

(c) Interpretation at CCAQ meetings

139. While recognizing that it was the right of any member to express himself in English or in French as he wished, the Committee considered that it would not be desirable to introduce simultaneous interpretation into CCAQ meetings. Apart from any questions of additional cost, this introduced an element of formality which the Committee had so far avoided.

(d) Reports of CCAQ

140. It was agreed that the report of the January session of CCAQ should be a summary of those decisions which had been taken at that meeting as well as considerations relating to items the final decisions on which were deferred to the resumed session. In those circumstances it would be preferable to issue an amalgamated report at the end of the resumed session, treating the report of the January meeting as a conference room paper of that meeting which would serve as a reference for participants.

(e) Education grant

141. The Committee reviewed the manner in which organizations had implemented the ICSC recommendation that the lump sum payable where board was not provided by the educational institution be increased to \$1,100. There appeared to most organizations to be no difficulty in this connexion and they therefore agreed not to reopen the issue. On a related question it was agreed that as in past years the increased amounts of education grant would be payable in respect of the scholastic year in progress on 1 January 1981, the effective date of the increases.

(f) Merit and long service increments

142. At the request of UPU the Committee considered whether the practice of some organizations of offering merit and long service increments should be the subject of inter-agency action. The introduction of such arrangements appeared to the Committee to require considerably more study. Since it was not able to devote time to this it agreed that the Secretary should update the information which was available about these practices with a view to reverting to the question on a future occasion.

ANNEX I

List of participants

Chairman: Mr. J. A. C. Davies

Representatives of member organizations

United Nations: ** Mr. H. Debatin, Under-Secretary-General,
 Department of Administration, Finance
 and Management
 Mr. S. Y. Huang, Assistant Director for
 Special Assignments, Office of Personnel
 Services
 ** Mr. R. Gieri, Deputy Director, Division
 of Policy Co-ordination, Office of
 Financial Services
 Mr. M. Baquerot, Officer-in-Charge,
 Salaries and Allowances Section, Office
 of Financial Services
 ** Mr. F. Villanueva, Chief, Rules and
 Personnel Manual Section, Office of
 Personnel Services
 * Mr. G. Dneprovsky, Chief, Personnel
 Division, UNOG

UNDP: Mr. A. Constantinidis, Senior Policy
 Co-ordination Officer, Division of
 Personnel
 Mr. D. Salomons, Senior Policy Officer,
 Division of Personnel

UNHCR: Mr. R. Rossborough, Special Representative

UNICEF: Mr. B. A. N. Collins, Director, Division
 of Personnel and Administration
 Mr. P. J. Singh, Chief, Personnel Services
 ** Mr. P. Hirschi, Policy and Procedures Unit
 ** Ms. A. Moosa, Personnel Officer

UNIDO: * Mr. H. C. Hillhouse, Chief, Special
 Services Section

UNRWA: * Mr. R. L. Hopkins, Director of Personnel
 and Administration

* Present only in Geneva

** Present only in New York

ITC (UNCTAD/GATT):	Mr. R. Makil, Chief, Division of Personnel Management * Mr. P. Rosselet, Head, Staff Administration Section
ILO:	* Mr. W. Farr, Chief, Personnel Department Mr. P. F. C. Castle, Chief, Personnel Policy Branch * Mr. C. H. Harder, Chief, Technical Co-operation Personnel Branch * Mr. M. Bourgeois, Personnel Policy Branch
FAO:	Mr. J. A. C. Davies, Director, Personnel Division Mr. G. Pardoën, Personnel Officer
UNESCO:	** Mr. G. V. Rao, Assistant Director-General for General Administration * Mr. S. Vieux, Director, Bureau of Personnel * Mr. M. Leker, Chief, Policy and Procedures Section ** Mr. M. A. Raffray, Liaison Office, New York
WHO:	Mr. R. L. Munteanu, Director, Division of Personnel and General Services * Mr. A. J. S. Taylor, Chief of Personnel Mr. H. R. Crockett, Personnel Officer
ICAO:	Mr. D. Conway, Chief, Personnel Branch ** Mr. R. W. Penney, Chief, Staff Administration Section
UPU:	Mr. P. Klossek, Chief of Personnel
ITU:	Mr. M. Bardoux, Chief, Personnel Department Mr. J. P. Baré, Personnel Officer * Mr. A. Papamanolis, Personnel Officer
WMO:	Mr. M. Fellague, Chief, Personnel Division
IMCO:	* Mr. M. Landey, Director of Administration
WIPO:	* Mr. P. Howard, Head, Personnel, Conference and Common Services Sub-Division

* Present only in Geneva

** Present only in New York

IFAD: * Mr. J. Sykes, Director, Personnel Services Division

IMF: * Mr. J. G. Keyes, Chief, Staff Benefits Division

IAEA: ** Mr. K. M. Chima, Director, Division of Personnel

* Mr. D. Goethel, Head, Personnel Policy and Procedures

GATT: Mr. J. Tassin, Director, Liaison and Documentation Division

Observers

ICSC: Mr. N. G. Rathore, Executive Secretary

** Mr. E. Pokorny, Chief, Salaries and Allowances Division

Mr. A. T. Slater, Chief, Personnel Policies Division

** Mr. B. Frank, Pay Research Officer

** Mr. P. K. Ranadive, Pay Research Officer

* Mr. G. A. Pelizzon, Chief, Cost-of-Living Section, Geneva Unit

UNJSPB: Mr. A. C. Liveran, Secretary

** Mr. S. Chow, Assistant for Special Projects

* Mr. P. Mathon, Chief, Geneva Office

FICSA: Ms. E. Steward-Goffman, President

** Mr. D. Blanchard, Member, Executive Committee

** Mr. A. Flatt, Member, Executive Committee

Mr. E. Ryser, Adviser

Ms. H. Schebesta, Research Officer

Secretary:

Mr. R. Barnes

Assistant Secretary:

Mr. P. H. Rolian

* Present only in Geneva

** Present only in New York

ANNEX II

Agenda
(as adopted by the Committee)

/*Items relevant to the agenda of the thirteenth session of ICSC.7

Document

1. Election of officers
2. Adoption of the agenda
ACC/1980/PER/32
ACC/1981/PER/CRP/1
3. Salaries and allowances
Professional and higher categories
 - * 3.1 Review of the post adjustment system
- Note by the Secretary ACC/1980/PER/34
- Paper by ICSC secretariat ICSC/R.249
 - * 3.2 Evolution of the margin - Paper by ICSC secretariat ICSC/R.244
 - * 3.3 Indexing pensionable remuneration: report on WAPA and US/CPI as of 1 January 1981
- Paper by ICSC secretariat ICSC/R.245
 - * 3.4 Pensionable remuneration - special index for pensioners - Paper by ICSC secretariat ICSC/R.246
 - * 3.5 Methodology for comparison of total compensation - Paper by ICSC secretariat ICSC/R.247
 - * 3.6 Methodology for identifying the highest paid civil service - Paper by ICSC secretariat ICSC/R.248
 - * 3.7 Staff assessment - tax structure at the seven headquarters duty stations - Paper by ICSC secretariat ICSC/R.251
 - * 3.8 Preparation for review by ACC of the level of remuneration
- Note by the Secretary ACC/1981/PER/CRP/2/Rev.1
- Paper by FICSA ICSC/13/CRP.17General Service category
 - 3.9 General methodology for surveys of best prevailing conditions of employment
- Paper by ICSC secretariat ICSC/R.252
 - * 3.10 The scale of staff assessment - Paper by FICSA ICSC/13/CRP.20

4. Other conditions of service

4.1 Conditions of service of short-term staff

- Note by United Nations ACC/1980/PER/22
- Note by ITU ACC/1981/PER/CRP/3
- Note by the Secretary ACC/1981/PER/CRP/7

4.2 Effective date of appointment - Note by the Secretary ACC/1980/PER/50

4.3 ILO Administrative Tribunal Judgement No. 402 (in re Grasshoff) - Note by the Secretary ACC/1981/PER/CRP/4

4.4 Standards of travel - Note by the Secretary ACC/1981/PER/CRP/5

5. Conditions of service in development activities and away from headquarters

* 5.1 Classification of duty stations according to conditions of life and work

- Note by the Secretary ACC/1980/PER/35
- Report of the CCAQ Working Group ACC/1981/PER/CRP/12
- Report of the Joint Working Group ICSC/R.260
- ICSC/R.260/Add.1

5.2 Method of salary determination for national officers - Note by UN, UNDP and UNICEF ACC/1980/PER/36

5.3 Report of the Working Party on National Experts ACC/1980/PER/37

5.4 Arrangements for the protection of personnel and property of the family of organizations of the United Nations

- Note by the Secretary ACC/1980/PER/38
- Note by UN and UNDP ACC/1981/PER/3

5.5 General Service staff at field duty stations:

- * 5.5.1 FICSA proposals to ICSC ICSC/R.261
- 5.5.2 Dependency allowances for General Service staff at non-headquarters duty stations - Note by UN and WHO ACC/1980/PER/19
- ACC/1980/PER/19/Corr.1
- ACC/1981/PER/2

6. Personnel management questions

6.1 Job classification

- * 6.1.1 Report of the Sub-Committee on Job Classification ACC/1980/PER/33
- ACC/1980/PER/33/Add.1
- ACC/1980/PER/33/Add.2
- ICSC/R.259

- * 6.1.2 Plans for the implementation of the master standard (tier I) ACC/1980/PER/41
ICSC/R.258
- * 6.2 Report of the Working Party on Performance Appraisal ACC/1980/PER/42
- 6.3 Career development
 - * 6.3.1 Report of the Sub-Committee on Staff Training ACC/1980/PER/43
 - * 6.3.2 Inter-organization exchange of personnel - Note by the Secretary ACC/1980/PER/44
 - * 6.3.3 Inter-organization agreement concerning transfer, secondment or loan - Paper by ICSC secretariat ICSC/R.256
- 6.4 Internal recourse procedures - Note by the Secretary ACC/1980/PER/45
- 6.5 Study on the remuneration of UNJSPF pensioners employed under special service agreements or contracts (UN General Assembly resolution A/35/215, paragraph (d)) - Note by WHO ACC/1981/PER/1
- 7. Security and independence of the international civil service - Note by the Secretary ACC/1980/PER/46
- 8. Inter-agency co-ordination
- 9. Budget estimates for CCAQ
 - 9.1 Supplementary estimates for 1980-1981 - Note by the Secretary ACC/1980/PER/48
ACC/1980/FB/66
 - 9.2 Programme budget for 1982-1983 - Note by the Secretary ACC/1980/PER/49
ACC/1980/FB/67
- * 10. Administrative and budgetary questions concerning ICSC
 - 10.1 Staffing of the secretariat
 - 10.2 Performance report on the programme budget for the biennium 1980-1981 ICSC/R.265
 - 10.3 Draft programme budget for the biennium 1982-1983 ICSC/R.266
- * 11. Review of the statute and rules of procedure of ICSC ICSC/R.263
- * 12. Review of General Assembly decisions ACC/1981/PER/CRP/6
ICSC/R.243

- * 13. Proposed work programme of the Commission ICSC/R.243/Add.1
- 14. Other business
- 15. Adoption of the report

ANNEX III

Frequency of home leave and related questions

1. The following measures have been adopted by CCAQ in order to administer the new arrangements relating to frequency of home leave recommended by ICSC and approved by the General Assembly of the United Nations. Depending on conditions of life and work in field duty stations, staff will be entitled to home leave on a 24, 18 or 12-month cycle. The new entitlement has been termed "additional travel entitlement".

Credit points system for determining frequency

2. Credits are accrued as follows:

(a) 1 point per month in 24-month cycle duty stations (i.e. equals 24 credit points);

(b) 1 1/3 points per month in 18-month cycle duty stations (i.e. equals 24 credit points);

(c) 2 points per month in 12-month cycle duty stations (i.e. equals 24 credit points).

Organizations may wish to apply the credit points system only to those staff members who are affected by the 12 and 18-month cycles.

3. The exercise of the entitlement means a debit of 24 points.

4. Every second entitlement must be exercised as home leave, thus requiring that a reasonable period of time be spent in the home country.

5. Full eligibility exists once 18 points are accrued. However, the entitlement may be advanced or deferred when compatible with program needs or staff members' concerns. Decisions to grant travel should be taken with flexibility and should not be dictated by pure technicalities.

6. Normally a maximum of 30 points may be accrued; thus accrual may not start again until the entitlement is exercised.

7. Either leave travel (home leave or additional travel entitlement) may be granted to a staff member whose service in the organization is expected to continue at least 6 months beyond the date of return from leave, or beyond the due date, whichever is later.

8. Fractions of months of service should be rounded off.
9. A condition of granting the additional leave entitlement is that a reasonable length of time be spent away from the duty station; this would normally be two weeks.
10. Travel time, per diem or terminal expenses as appropriate, consistent with the current practices for home leave, should be granted for the additional leave entitlement.

Related issues

Family visit travel

11. The group agreed that staff members who do not have their families with them at the duty station should be eligible for family visit travel upon accumulation of 12 points.

Spacing of travels

12. A minimum of 3 months should normally be required between home leave, additional leave and family visit travels.

Home leave cycles: calendar year cycle versus individual cycle

13. Both cycles with variations are found in the common system. Each organization which does not have individual cycles will have to decide for itself whether it wishes to assign such cycles to all staff members or only to those serving at duty stations to which the 12 and 18-month cycles apply. In any event, after trying out the credit points system for some time, organizations may wish to compare and evaluate experience and to consider the desirability of seeking greater commonality in their definitions of home leave cycles.

The 18-month cycle

14. Staff members in 18-month cycle duty stations would normally exercise their additional travel entitlement as home leave.

ANNEX IV

Plans for the implementation of the ICSC master standard (tier I)

ACC/1981/7
Annex IV

	Implementation from	Approaches				Resources				Authority to grade			Organization uses ICSC job description form	Comments
		Organization wide survey	Segmented survey	As classification required	Other	Existing resources P G	Additional resources envisaged P G	Executive head	Legislative body	Up to grade				
UN	1.1.81		x	x		3.5 1	1		x	All	Yes, with modifications			
UNDP	1.1.81 1/		x	x		2.5	1	x		P-5	Modifications to be considered		1/ Field posts from mid-1982	
ILO provisional	Early 1981			x		1	1	x		D-1	No			
FAO provisional	1.1.81		x	x		7	7	x 2/	x 2/		No		2/ Executive head grades all non-regular programme posts	
UNESCO	Under consideration					3.5	4.5	x		All	Under consideration			
WHO	1981			x 3/		2	2	x		All	Is using ICSC form concurrently with its own		3/ Master standard being currently applied with WHO standard in trial period. Decision on details of implementation will follow	
ICAO	1980		x	x		1.4		x		P-5	Yes			
UPU provisional	1.7.81			x		0 4/	0	x		D-1	Use of ICSC form envisaged		4/ 1 or 2 staff intended to be trained (in addition to their normal duties)	
ITU	1980			x		2 (part-time)	1		x 5/		Is trying to use ICSC form concurrently with its own		5/ Legislative body will be advised of ICSC recommendation	
WMO	1980	x 6/				0 7/	0	x		P-5	Yes, with modifications		6/ Excluding project posts 7/ Consultant carried out survey	
IMCO	1981			x		1	0	x		P-5	No			
WIPO	1.1.81			x		8/		x		D-2	No		8/ Small proportion of one Professional post	
IFAD	Jan. 1981			x		0	0	x		D-2	No			
IAEA	Decision imminent			x		1	0	x 9/		All			9/ If additional resources are required as a result of grading decisions then the legislative body must be involved	
GATT	Implementation under consideration													

ANNEX V

Performance appraisal form reflecting
the suggestions made by the Working Party

Name	Your grade	At this level since	Service date	Date form issued
Title of position	Grade of position	In this function since	CCOG code of position	Type of appointment
Department/Division/Section/Unit		Duty station	Period covered by report From: To:	

PART I

To be completed by the staff member after consultation with the immediate supervisor.

1. List the principal activities/significant tasks accomplished during the period under report. Include as appropriate, major missions, reports, or other assignments for which you were solely or partly responsible. For supervisors include mention of performance appraisal tasks. Do not restate the job description, which should be appended to the form.

To be completed by immediate supervisor after discussion with staff member.

2. Describe the effectiveness of the staff member's performance of the activities/tasks listed at the left and indicate in the column at the right the appropriate evaluation rating (see below *).

- * Evaluation rating
- | | |
|--|--|
| <input type="checkbox"/> 1 Exceeded expected performance | <input type="checkbox"/> 2 Fully achieved expected performance |
| <input type="checkbox"/> 3 Did not fully meet expected performance | |

3. Could the performance and output, or the organization of these tasks, or the methods or machinery in use be improved (to be filled in by the staff member).

4. Indicate those features of the staff member's performance which have contributed towards the successful accomplishment of his/her activities/tasks (e.g. technical and procedural knowledge, written and oral proficiency in working languages, organization of work, negotiating skills, supervisory skills, etc.).

5. List those activities/tasks required by the job that have not been accomplished during the period under report, and explain why they have not been accomplished.

6. Indicate any absences during the report period that have affected accomplishments and explain in what way.

7. Overall performance appraisal

Using as a basis the evaluations of the performance of principal activities/specific tasks contained in sections 1 and 2 above, give an overall appraisal of the performance of the staff member by checking one of the following boxes:

1. ☐ outstanding performance, surpasses virtually all requirements of the job
2. ☐ satisfactory performance, fulfills the requirements of the job
3. ☐ unsatisfactory performance, does not fulfill the requirements of the job

If 1 or 3 have been checked, please justify the rating.

PART II (To be completed by immediate supervisor after discussion with staff member)

1. Indicate the principal activities/significant tasks planned for next report period. Attainment of objectives must be measurable. Indicate satisfactory levels of performance after each objective.

PART III

1. Signature of immediate supervisor.

Date

Name and title

Signature

2. Review by staff member.

I have reviewed the performance appraisal with my supervisor and: ☐ have no comments to add ☐ would add the following comments:

Date

Signature

3. Review by higher level supervisor (if any comments are made, they should be initialled by the immediate supervisor and by the staff member).

Date

Name and title

Signature

Initials of
immediate
supervisor

Initials of
staff
member

ANNEX VI

Model notice of vacancy

Logo of
organization

Title of organization

Reference number:

VACANCY ANNOUNCEMENT NO.

DEADLINE FOR APPLICATION: (date)

Position title	Level (grade)	CCOG code	Duty station	Date for entry on duty	Duration of assignment
Organizational unit:			Applications from female and male candidates are equally welcome.		
Duties and responsibilities:			Please note that (organization) staff members are international civil servants subject to the authority of the (executive head) and may be assigned to any activities or offices of the (organization).		
			Qualifications and experience - Essential		
			Qualifications and experience - Desirable		
			Languages:		
<p>The position is graded at level and carries a net base salary per annum from US\$ (without dependants) and US\$ (with dependants) to US\$ (without dependants) and US\$ (with dependants). Appointments from outside the common system are normally at Step I of the grade. Post adjustment on initial salary step is US\$ (without dependants) and US\$ (with dependants) per annum, and is subject to change without notice.</p> <p>Applications: In all cases quote the Vacancy Number</p> <p>Common system staff members: Please apply to (Organizational unit, Personnel Department, address of organization).</p> <p>Other candidates: Please complete two copies of (organization's application form) or send detailed curriculum vitae if form is not available to: (Organizational unit and address).</p>					

Date of issue of vacancy announcement: (date)