

POSSIBLE REVISIONS TO THE STAFF REGULATION AND STAFF RULES

LIST OF SIGNIFICANT PROPOSED CHANGES

	New or Change	Item	Required by	Current clause under Staff rules	Proposed Rule in 2018
1	Change	<p>Elimination of references to Professional and General Service categories in line with the unified structure approved by the Council in Decision C/2016/DC/12. The only distinctions between staff will be (i) Executive and staff, (ii) International and National Positions, and (iii) Expatriates and those whose duty station is the home country/country of residence.</p>	Grade Realignment	<p>Regulation 3.2 Staff categories and grades (a) Staff shall be placed, on initial appointment to the GGGI or on subsequent selection for another position, in one of the following categories: (i) Executive, (ii) Professional and (iii) General Service.</p> <p>Definition of Expatriate (Reg 4.2.a) For purposes of these Regulations, “expatriate staff” shall refer to staff members who are not serving in the country of their nationality or permanent residence.</p>	<p>Rule 3.2 Position grades (1) Position categories shall consist of the Executive category, the International category and the National category. (2) The Executive category shall comprise grades Director-General, Deputy Director-General and Assistant Director-General. (3) The International category shall comprise international positions from grades X8 to X13. (4) The National category shall comprise national positions from grades X1 to X11.</p> <p>Definition of Expatriate Allowance (Rule 1.2-8) and Home Country (Rule 1.2-10). The definition will change to reflect that there will not be a category of “Expatriate Staff”, but that there are “Expatriate Allowances” that will be granted to eligible staff.</p> <p><i>“Expatriate Allowance” is an allowance provided to eligible staff members holding an Executive or International position to compensate for additional costs incurred in connection with taking up/ being transferred to and holding a position at GGGI</i></p>

					<p><i>outside the staff member's Home Country. In order to be eligible for an Expatriate Allowance the staff member must be assigned to a duty station outside his/her Home Country. Expatriate Allowances include Housing Allowance, as defined in Staff Rule 4.4, Education Allowance as defined in Staff Rule 4.5, Home Leave Allowance as defined in Staff Rule 4.6. and Hardship Allowances as defined in Staff Rule 4.7."</i></p> <p><i>"Home country" means the home country of a staff member, as recognized by GGGI, either because of citizenship or residency. As a main rule, the staff member's country of nationality at the time of appointment shall be the Staff Member's Home Country. However,</i></p> <ul style="list-style-type: none"> <i>i) If a staff member is a citizen of more than one country , the country of nationality in which the staff member has resided most recently prior to appointment to the GGGI shall be the Home Country;.and</i> <i>ii) if a staff member at the time of appointment is residing in a country other than their country of nationality and the staff member has resided continuously in such country for five years or more, not taking into account time spent in service in their own country's administration, employment with an international organization or in education, GGGI may establish</i>
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					<p><i>that such country is the Home Country.</i></p> <p><i>GGGI will require satisfactory evidence of nationality and/or residency and the determination of Home Country is subject to GGGI approval. The designated Home Country shall not be altered , unless authorized by the Director-General."</i></p>
2	Change	<p>Change in definition of Staff in view of adoption of UNOPS contracting model.</p> <p>The current proposed draft language is "'Staff' means all persons appointed or engaged by the D-G under the authority of Article 10 of the Establishment Agreement to work full-time or part-time for GGGI under a letter of appointment, individual contractor arrangement or other contractual modality that are subject to the present regulations, and shall not</p>	UNOPS	<p>Regulation 1.2 h</p> <p>(h) "Staff" means all staff members of the Secretariat who serve under a letter of appointment subject to the present regulations and who have been appointed by the Director-General under Article 10 of the Establishment Agreement;</p>	<p>Rule 1.2 -20</p> <p>20)"Staff member" or "staff", in accordance with Staff Regulation 1.1(c), refers to any person appointed or engaged by the Director-General to work full-time or part-time for GGGI under a letter of appointment, individual contractor agreement or other contractual modality that are subject to the Staff Regulations. This term does not include individual consultants engaged to provide temporary or deliverable-based services or undertake a specific task, interns or secondees to GGGI, unless otherwise expressly provided in their terms and conditions of engagement.</p>

		include individual consultants, interns and secondees unless otherwise expressly provided in the terms and conditions of engagement.”			
3	Change	<p>Evaluate having the same organisation-wide system for Education Allowance, Housing Allowance and Home Leave.</p> <p>One option is to have allowances not require proof of expense, but the definition of “expatriate staff” and provision on “non-duplication of benefits” will be strengthened.</p> <p>Contribution to a GGGI retirement savings scheme will continue and will not be monetized.</p>	UNOPS and consistency of contract types	<p>Rule 4.3 Housing allowance</p> <p>Rule 4.4 Education allowance</p> <p>Rule 4.5 Home leave allowance</p> <p>Rule 4.6 Hardship allowance</p> <p>Rule 4.7 Dispatch allowance</p> <p>Rule 4.8 Cost-of-living allowance</p> <p>Rule 4.10 Payments, salary advances and deductions</p> <p>Rule 8.12 Relocation allowance</p>	See attached document on allowances

4	Change/Clarification	<p>Elimination of tax reimbursement benefit subject approved by Council (February 17, 2017).</p> <p>While each staff member is individually responsible for complying with tax laws and requirements applicable to the staff member, a tax preparation allowance of USD 100 will be provided to each staff to assist with tax-related advisory and preparation costs.</p>	UNOPS Working group and consistency of contract types	Already revised	<p>We are awaiting results of the benchmarking exercise to determine the competitiveness of our compensation package. However, we are working with the following three principles on the topic of tax reimbursement</p> <ol style="list-style-type: none"> 1) GGGI will strive to provide a salary to expatriate international staff that is free of tax in the country of the duty station (through completion of host country agreements). 2) GGGI will not reimburse tax in the home country of the expatriate staff. 3) As many governments expressly exclude their own nationals from the tax-free arrangements awarded to international organizations, GGGI will not reimburse taxes of nationals of the country in which the duty station is located. <p>As a consequence of the above three principles, in cases where GGGI has not yet concluded a HCA, it may reimburse expatriate international staff for tax paid in the country of the duty station. This defines, and limits, the scope of tax reimbursement of GGGI to its staff.</p> <p>Rule 4.9 In order to support staff members in obtaining professional services in connection with determining tax liability and/or preparation and filing of income tax forms,</p>
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					staff members shall be entitled to a tax preparation support payment in the amount of one hundred United States Dollars (USD 100). This is a monetized benefit payable in a lump-sum payment to a staff member upon written request in the prescribed form.
5	New	Addition of provision of allowing promotion without competition to existing positions based on exceptional performance evaluations over more than one performance cycle.	Reinforce Performance management culture by career development		<p>Rule 3.3 Promotion</p> <p>(1) Promotion of a staff member shall take place by decision of the Director-General provided that:</p> <p>(a) (i) the staff member's performance was rated exceeds expectation in the last two (2) annual performance reviews and is recommended for promotion by the staff member's manager; and</p> <p>(ii) there is a vacancy caused by the departure of a position's incumbent or a new position is created; or</p> <p>(b) (i) the staff member's current position has been reclassified and given a higher grade; and</p> <p>(ii) the staff member's performance of that same job/position was rated at least satisfactory in the last (2) annual performance reviews</p> <p>(2) The Director-General will decide on a staff member's Promotion after consulting with the promotions committee. The Director-General shall create a promotions committee which shall reflect the diversity of the organization and include</p>

					at least one female and one male member. The promotions committee will review all Promotion recommendations and advise the Director- General on the suitability of a staff member for promotion.
6	New	<p>Inclusion of provision on performance-based lump-sum payments - that will not increase the base salary.</p> <p>As a possible menu of options, including percentage increase for promotion</p>	<p>Reinforce Performance management culture by reward and recognition</p>		<p>Rule 4.2 - 7</p> <p>Performance bonuses</p> <p>(7) Performance payments are one-time lump-sum awards that do not form part of the staff member's salary and shall not be deemed a salary increase. Performance payments are designed to reward strong performance of staff members in the International and National categories that exceeds expectations. Performance payments will be determined by the Director-General on advice of the management team following recommendations from supervisors.</p>
7	New	<p>For staff moving to a higher grade, limit maximum increase in base salary to 5-10% of the staff's salary before the reclassification.</p> <p>For staff transferring to a position at the same level, salary increase of 0-5% of the staff's salary.</p>	<p>reward and recognition best practice</p>		<p>Rule 4.2</p> <p>Salary on promotion</p> <p>(8) On promotion in accordance with Staff Rule 3.3, a staff member shall normally be placed at the minimum salary level of the new position or at a level which produces an increase of up to 10% of his/her annual base salary, whichever is higher. In no case, however, may the new salary exceed the maximum salary of the level to which the staff member has been promoted. The Director-General shall approve the percentage increase in base salary, upon recommendation of the Human Resource office.</p>

					<p>Salary on Transfer</p> <p>(10) A staff member who is transferred to another position at the same grade in the same duty station shall generally not receive an increase in base salary; provided, that the Director-General may, at his or her discretion, approve a percentage increase in base salary of up to 5%.</p>
8	New	<p>Addition of provision permitting advertisement of some open positions internally with selection of candidates from internal applicant pool.</p> <p>Addition of provision permitting external candidates in existing register to compete for open positions even if they have not applied for a vacancy.</p>	Use of Talent Pool/ Roster		<p>Rule 5.2 Recruitment and selection</p> <p>(2) In filling vacant positions, full regard shall be given to staff members already in the service of GGGI who possess the requisite qualifications and experience. To this end, eligibility for some vacancies may be restricted to internal candidates, with such vacancies being referred to as “internal vacancies”.</p> <p>(3) In order to be eligible to apply for internal vacancies, a staff member must: (i) have served in his/her current position for at least twelve (12) months prior to the date of application, including the probationary period; (ii) have completed at least one performance review cycle and been rated at least meets expectations or its equivalent on the most recent performance evaluation; and (iii) comply with such other conditions as may be prescribed by the Director-General in relation to internal vacancies.</p> <p>(4) Vacancies may also be filled by promotion in accordance with Staff Rule 3.3 and by transfer in accordance with Staff Rule 3.4.</p>

9	New	New section on Learning and Development included in recognition of GGGI's evolving organizational culture towards one that is concerned about staff career development and progression. Learning and Development is not covered at all in current Regulations or Rules.	Staff development		Rule 5.8 Learning and development (1) GGGI shall promote and develop staff training programs and other learning opportunities to be administered by the Human Resources office and other GGGI organizational units, to enhance the knowledge, competencies and skills of staff members in order to meet GGGI's goals and objectives and help staff members realize their full potential. GGGI shall (a) strive to allocate an amount equivalent to 2% of the salary budget of each financial year for approved staff learning and development and (b) in accordance with Staff Rule 6.6, provide each staff member with five (5) working days with full pay to devote to approved learning and development activities which shall not be deducted from their annual leave entitlement provided under Staff Rule 6.4(1). (2)The Human Resources office shall be responsible for training and shall elaborate the procedures for identifying training and learning needs wholly or partly paid for by GGGI and the conditions to be applied to each type of training.
10	New	Annual Leave Entitlement restructured to provide for additional annual leave days based on length of service starting in year 4 of employment with GGGI up to a maximum of 30 leave days.	Work life balance	Regulation 6.3 Annual leave Staff members shall be allowed appropriate annual leave up to twenty-five (25) days per years.	Rule 6.4 Annual leave Entitlement (1) A staff member shall be entitled to paid annual leave as follows: a) initial appointment – 27 working days; and b) upon renewal or extension every 3-years– additional 1 working day at every renewal or extension of an appointment following 3 years of continuous service until the staff member has reached a total maximum of

					30 working days of paid annual leave.
11	Change	Additional 2 days annual leave	Work life balance	See above	See above
12	New	Addition of surrogacy leave commiserate with paternity and adoption leave.	Best Practice		Rule 6.13 Adoption and Surrogacy leave (1) Staff members are entitled to adoption leave of up to 22 work days on full pay and up to 22 work days on half pay. (2) The staff member shall request adoption leave and present evidence of the adoption of the child within 30 days of the adoption. (3) Annual leave shall accrue during the period of adoption leave. (4) These provisions on adoption leave will also apply to a staff member who is a legal parent of a child born through a surrogacy arrangement.
13	Change	Change in structure of sick leave to rationalize and clarify usage.	Clarify sick leave process	6.7.3 Staff members holding a fixed-term appointment shall be granted sick leave on full pay for up to 90 days over a 2-year period, subject to verification under Rule 6.7.5. 6.7.5 Any absence of more than five (5) consecutive working days which is to be charged as sick leave must be supported by a certificate from a recognized medical practitioner stating that the staff member is unable to perform his or her duties and indicating the probable	Rule 6.10 Sick leave (1) A staff member who is incapacitated from the performance of his/her duties because of illness or injury, or whose attendance is prevented by public health requirements, may request sick leave in accordance with the provisions of this Staff Rule. (2) Sick leave of more than 3 consecutive working days shall be supported by a medical certificate acceptable to GGGI. GGGI reserves the right to designate a medical practitioner to examine the staff member and provide a second opinion.

				<p>duration of the illness. GGGI reserves the right to designate a medical practitioner to examine the staff member and provide a second opinion in case of repeated or lengthy absence on sick leave.</p> <p>6.7.6 Not more than (10) ten working days per year may be taken as uncertified sick leave without a medical certificate. A staff member using uncertified sick leave must immediately inform the relevant supervisor and the Human Resources office that he or she will be unable to come to work.</p>	<p>(3) A staff member may take a total uncertified sick leave of (10) ten working days in a year. Any sick leave beyond this limit will require a medical certificate acceptable to GGGI even if it is less than 3 consecutive working days of sick leave.</p> <p>(4) Sick leave may be taken in units of full days or half-days. Sick leave must be approved in accordance with established procedures.</p> <p>(5) Staff members may be granted sick leave on full pay for up to 90 days over a 2-year period, subject to verification by a medical practitioner designated by GGGI. Any medical condition where a staff member has exhausted his or her sick leave entitlement but is still unable to work will be handled on a case by case basis.</p>
14	New	<p>Short-term disability insurance coverage will be added to provide for short-term disability coverage to cover the current gap in staff coverage between day 90 (when GGGI sick pay benefit ends) and day 180 (when our current disability cover comes</p>	Staff Benefit		See above

		into effect). The addition of short-term disability coverage will need to be negotiated with CIGNA.			
15	Change	Clarify participation of staff appeals committee in internal appeals process.	Better workplace relations	Staff Rule 12.3	Staff Rule 12.3 No significant change
16	New	Expand menu of possible intermediate disciplinary measures (between written censure and summary dismissal) that can be imposed by the D-G upon findings of misconduct	Best practice	<p>Staff Rule 11.4.2</p> <p>Disciplinary measures may take the form of one or more of the following:</p> <ul style="list-style-type: none"> a. Written censure; b. Deferment for a specified period of eligibility to be considered for a salary increment within the same pay band or for promotion to a higher grade level; c. Salary decrease by lowering the placement of the staff member within a pay band or by demoting the staff member to a lower grade level; d. Suspension on half pay for a specified period; e. Dismissal; f. Summary dismissal, in which case the staff member shall be dismissed without prior notice 	<p>Staff Rule 11.4</p> <p>(2) Disciplinary measures resulting from disciplinary proceedings for misconduct may, depending on the gravity of the misconduct, take one or more of the following forms:</p> <ul style="list-style-type: none"> a) Written censure; b) Ineligibility for promotion, whether permanently or for a specified period; c) Withholding of pay increases; d) Reduction in base salary, including withholding pay increases; e) Removal of privileges or benefits or allowances, whether permanently or for a specified period of time; f) Demotion to a position with a lower grade either with or without reduction in base salary and/or reassignment from one department/organizational unit/duty station to another; g) Suspension on half pay or without pay for a specified period; h) Dismissal; i) Summary dismissal, in which case the staff member shall be dismissed without prior notice.

				and shall not receive any termination indemnity.	
17	Change	<p>Increase the period of probation for new staff to 6 months for fixed-term appointments of 2 years or longer and 3 months for less than 2 years appointments</p> <p>6 months' notice prior to expiry of 3-year fixed term contracts</p>	Best practice	<p>Regulation 5.4 c</p> <p>Staff members shall be required to serve a probationary period, which shall normally not exceed three months.</p>	<p>Rule 5.6 Probation</p> <p>(1) Staff members shall serve a probationary period of six months, or three months for appointments with a duration of one-year or less. The Director-General may adjust the length and conditions of the probationary period, which shall be indicated in the letter of appointment or employment contract.</p>
18	Change	<p>Instead of salary advance, housing allowance and education allowance may be given upfront if requested and justified</p>	consistency of contract	<p>Under staff contract advances are allowed for</p> <ol style="list-style-type: none"> 1) Housing 2) Education 3) General Salary Advance <p>Under ICA salary advance is allowed as</p> <p>Fee advance</p> <p>Fee advance in an amount not exceeding an amount equivalent to two (2) months of consolidated fee may be authorized by GGGI in exceptional and compelling circumstances upon a detailed justification in writing submitted</p>	<p>Remove the housing and education allowance advance.</p> <p>Check the attached excel file for details</p>

				by the individual. Authorization may be made subject to special conditions. Advances will be deducted from subsequent monthly fee payments, starting with the pay period following the month in which the advance is made, in equal consecutive installments over an agreed period that will not exceed six (6) months.	
19	New	Limit the number of children for education allowance to 4 children and add a minimum age of 4 years, which is in line with many non-UN international organizations	Best practice		Rule 4.5 Education allowance This allowance is meant to provide assistance to expatriate staff for the education costs of their dependent children by reimbursing such staff members for part of the expenses paid to an educational institution for the education of their dependent children during the academic year. To be eligible for education allowance, the dependent child must be 4 to 21 years of age on or after the date of commencement of school classes during the academic year. This allowance is subject to the limitation set out in Staff Rule 4.3 (5).
20	New	No cap of 65 Year retirement age	Best practice		Delete Rule 10.5 Retirement
21	Change	Simplification of structure and language , including separation of Staff Regulations and Staff Rules into two separate documents.	Simplification		

Additional points added from Staff Council document					
22	New	Higher responsibility allowance	Proposal from Staff Council		Policy under consideration Staff members, who assume for [3] months or more, the duties and responsibilities of a position at a level higher than their own, may be granted an allowance which is temporary and does not affect the benefits and allowances that they are currently receiving, at an amount and under conditions established by the Director-General.
23	New	Inclusion of non-discrimination on account of sexual orientation in recruitment policy	Proposal from Staff Council	Staff Regulation 5.3 Selection of staff members shall be made without distinction as to race, sex or religion in a manner that ensures transparency of the process	Staff Regulation 5.2 (a) Selection, assignment and promotion of staff members shall be made without distinction as to race, gender, sexual orientation, or religion.
24	Change	Compensatory leave	Proposal from Staff Council	Staff Rule 6.6 In accordance with Staff Regulation 6.2, staff members holding an appointment of one year or longer who have been required to work for extended periods beyond the normal working hours and the normal working week are eligible to receive compensatory leave of up to two days per calendar year.	Staff Rule 6.9 Staff members who have been required to work for extended periods beyond the normal working hours and the normal working week or work or travel during weekends and official holidays of the duty station established in accordance with Staff Rule 6.3 are eligible to receive compensatory leave of up to 5 days per year.
25	Change	Expanded work from home arrangement	Proposal from Staff Council	Staff Rule 6.1.5 A supervisor may approve a temporary work arrangement that permits a staff member, for up to five (5) days in a month, to carry out	Staff Rule 6.2 (1) GGGI is committed to providing a work environment that is sufficiently flexible to accommodate diverse life-cycle challenges and assist staff members to achieve a better balance between work commitments and personal and family

				<p>official tasks at home or an offsite location within the duty station during a regular work schedule and regular hours of work. Approval of work from home arrangements which go beyond the monthly limit requires approval of the Division Head.</p>	<p>commitments, thus ensuring high performance, long-term productivity and well-being of staff members.</p> <p>(2) The Human Resources office shall establish a number of policies and practices that provide flexibility in establishing work locations and alternative work schedules, either for a specific period or on an on-going basis, including:</p> <ul style="list-style-type: none"> a) work from an alternative location to their normal duty station office location; b) work within a flexible working hours system; and c) work compressed schedules. <p>(3) As a general principle, requests from a staff member for flexible work arrangements will be considered where they do not impair GGGI's long-term productivity and will not have a negative impact on the respective organizational unit's performance and work program.</p>
26	New	Clarity on international and national positions	Feedback from Staff Council		<p>Staff Rule 1.2</p> <p>(14) "International position" refers to a staff position that is subject to international recruitment as determined by the Human Resources office. Positions are classified as international positions based on the nature of the duties and level of responsibilities and qualifications required will include international experience. Recruitments for international positions shall be made from the international labor market and holders of international positions may be transferred to other duty stations.</p> <p>(15) "National position" refers to staff positions that are not classified as international positions. Recruitment for national</p>



					positions shall be made on the duty station's labor market.
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13 September 2017

Comments and Feedback from the Staff Association

The Staff Association was on 29 June 2017 provided with drafts of Staff Regulations and Staff Rules and provided comments and feedback on the two drafts, to which Management responded. A second round of comments was provided by the Staff Association on the Management response. Management has provided responses also to this second round of comments from the Staff Association. Comments and Management responses are compiled below.

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Strong positive feedback received on the changes and/or additional articles on:

- Rule 5.8 Learning and Development
- Rule 5.12 Higher responsibility allowance
- Rule 4.1 Organization-wide system for Education Allowance, Housing Allowance and Home Leave.
- Rule 4.5 the reference to homeschooling
- All rules and regulations have been addressing gender and inclusiveness issues more seriously
- Removal of the age limit – a progressive choice, well supported by several staff members

Rules

	Article	Issue	Management response
1	1.2.4 Definitions - dependents	Could parents over retirement age (in certain situations), especially why living with the staff members family, be considered as dependent?	No. Dependents are defined for purposes of receiving certain benefits under the Staff Rules, and we do not provide benefits for parents of staff.

2	<p><u>1.2.8 Definitions – Expatriate staff</u></p>	<p>With the current formulation of the article there are concerns:</p> <ol style="list-style-type: none"> 1. In practice, the distinction between expat and international will require very extensive interpretation, open the door to liability for discrimination, and heavily affect our competitiveness with other international employers. 2. What about those who have been working in another organization, or studying in the country of duty prior to being recruited to GGGI? The way this is written makes it seem like they wouldn't be entitled to expatriate benefits. 3. Distinction between “International, expat” and “International, non-expat” is not only confusing and contradictory (b/c the term “expat” generally refers to person who lives outside of their native country = “international”), but also seems unnecessary and difficult to enforce because it is almost impossible to cover all scenarios. 4. What is GGGI’s definition of “a resident” <p>Several examples / scenarios to be considered:</p> <ul style="list-style-type: none"> - if one was (internationally) recruited from another organization in the duty station (for example GCF to GGGI) (i.e. our soon to join head of legal), or from another organization within the country (from UNDP to GGGI in Indonesia, for example) they wouldn't receive expatriate benefits? - if one was hired as a consultant and then was converted to staff? - if one was a non-Korean National hired at GGGI in Korea, went to a post outside of Korea, then returned to HQ? - What if a person’s spouse is a local citizen with a job/house at duty station but the candidate is ‘residing’ on a tourist visa at the time of application? - What if a person was living in the country of the duty station A, and transferred to another post at duty station B and then returned to duty station A. At the time of return, would they be considered an expat? 	<p>We will revise and clarify in the Staff Rules that:</p> <ol style="list-style-type: none"> 1. International positions and national positions are categories of positions (as further described in the response to comment no 3 below), whereas the expatriate benefits are benefits – and will be defined as benefits and not as a staff category - intended to cover the extra costs incurred in connection with eligible staff members taking up a position outside their home country to take up a position at GGGI. 2. Staff members employed by international organizations, on a similar expat status, within the country of the duty station will qualify for expatriate benefits, as they have relocated for the purpose of taking up such position. 3. See clarification I 1) above. 4. Home country is the country determined by GGGI as the country of nationality or, as an alternative, the place where the staff member is residing prior to joining GGGI. In order to have another country than the country of nationality as home country, certain criteria would have to be fulfilled, eg length of such residence.
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	<p>- what if someone has just completed their education in the duty country (but is not from that duty country)</p> <p>One staff member indicates a question and suggestion: This clause appears to be an attempt to restrict the provision of benefits to staff. If that is the purpose, then I recommend removing this definition of expatriate altogether and maintain the distinction of “International” and “National” – and provide these benefits and allowances only to “International” hire (1) who is not a national of the duty station country.</p> <p>Could this be clarified?</p> <p>.....</p> <p><i>Comment to Management response:</i></p> <p>Thank you, this provides a lot more clarity – as this was one of the major issues brought up by most people who read the draft R&R, would it be possible to receive the adjusted text to see the new choice of words?</p>	<p>The overriding principle for home country in cases where it is not based on the single nationality of a staff member is that residence in a country is determined by physical presence which is more or less permanent after a certain period of time and where they maintain the most economic, social, political, and family ties.</p> <p>The examples provided are good examples of scenarios that could occur. We aim at establishing rules that are clear and transparent and serving the intended purpose. However, should a situation occur that cannot be solved by the existing rules, the DG shall decide on how to solve the matter.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>The definitions from the draft staff rules document below:</p> <p>“<i>Expatriate Allowance</i>” is an allowance provided to eligible staff members holding an Executive or International position to compensate for additional costs incurred in connection with taking up/ being transferred to and holding a position at GGGI outside the staff member’s Home Country. In</p>
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			<p>order to be eligible for an Expatriate Allowance the staff member must be assigned to a duty station outside his/her Home Country. Expatriate Allowances include Housing Allowance, as defined in Staff Rule 4.4, Education Allowance as defined in Staff Rule 4.5, Home Leave Allowance as defined in Staff Rule 4.6. and Hardship Allowances as defined in Staff Rule 4.7.”</p> <p>“<i>Home country</i>” means the home country of a staff member, as recognized by GGGI, either because of citizenship or residency. As a main rule, the staff member's country of nationality at the time of appointment shall be the Staff Member’s Home Country. However,</p> <ul style="list-style-type: none"> i) If a staff member is a citizen of more than one country , the country of nationality in which the staff member has resided most recently prior to appointment to the GGGI shall be the Home Country;.and ii) if a staff member at the time of appointment is
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			<p>residing in a country other than their country of nationality and the staff member has resided continuously in such country for five years or more, not taking into account time spent in service in their own country's administration, employment with an international organization or in education, GGGI may establish that such country is the Home Country.</p> <p>GGGI will require satisfactory evidence of nationality and/or residency and the determination of Home Country is subject to GGGI approval. The designated Home Country shall not be altered, unless authorized by the Director-General."</p>
3	<p><u>1.2.14 Definitions in combination with Rule 4.2 Salary</u></p> <p><u>International Positions</u></p>	<p>The definition for "international position" seems not to be inclusive, especially in combination with Rule 4.2. The language suggests that a National of the duty station with the right experience and profile (who might not have lived in his/her home country for many years) who applies to an international position in that duty station either not be eligible for the position and/or could be classified as a National after the application process? Directly <u>discriminating</u> financially</p>	<p>The positions are classified as international or national depending on the nature and requirements of the job, and is not dependent on the person. We will revise and clarify in the Staff Rules that:</p>

		<p>between peoples nationalities, benefitting internationals over nationals with the same CV/experience/knowledge/educational background.</p> <p>Is there any situation in which a National can be classified as an International? With an international benefit package?</p> <p>Could MT explain how people with the same CV's/background/experience and number of years abroad/international experience could in this case of 1.2.14 and 4.2 receive total different benefit packages and even base salaries?</p> <p>.....</p> <p><i>Comment to Management response:</i></p> <p>Based on the answers, is it safe to assume that this can indeed happen for the benefits – but the base salaries are exactly the same?</p>	<p>1. International positions are staff positions which: (a) are recruited from the international market; (b) require international experience; and (c) can be relocated or transferred to other duty stations. Locals of the duty station countries can apply to an international position.</p> <p>2. National positions are staff positions which (i) are recruited from the local market; (ii) does not require international experience; Non-nationals of the duty station who can work legally in the duty station can apply for national positions.</p> <p>Expatriate benefits are provided to eligible staff members holding international positions to compensate for costs incurred to take up a position in GGGI outside of their home country.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Benefits would be the same as these are position/grade/location based; whereas base salary is dependent upon various factors including internal benchmarking, staff backgrounds, recruitment source availability etc.</p>
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4	1.2.15 Definitions – National positions	<p>There is a general understanding that National positions can be filled by foreigners as local hire, which would mean they would not get the benefits or allowances coming with an expatriate position. There are two requests in relation to this issue:</p> <ul style="list-style-type: none"> - Can there be clear indication of this in every vacancy that is published as this has caused issues in the past. - Can there be a clarification in the Rules included on the difference (in words) between salary scales <u>International X8-11</u> vs <u>National X8-11</u>. 	<p>Yes. A non-national can fill a national position, and since it is a national position, that person will not get expatriate allowances.</p> <p>Yes. In every vacancy, the classification of the position – whether it is international or national – shall be clearly indicated in the advertisement.</p> <p>Yes. The differences between the salary scales <u>International X8-11</u> vs <u>National X8-11</u> are currently in Annex 1 of the Staff Regulations. These are not being revised in this exercise.</p>
5	1.2.20 Definitions – staff member	Is <i>staff member</i> or <i>staff</i> the same as <u>employee</u> (also used in the rules document)? If not, what is the difference? This is relevant because national labor laws and regulations usually refer to employees, not staff members.	Agreed - “Staff” or “staff member” will be used in the entire document instead of “employee”.
6	2.6.3 unauthorized absence	It has been suggested to include a written warning prior to the ending of the position / contract, to provide the staff member time to respond or explain. This could be (for example) after one week of absence.	Agreed - Text will include a written warning to the staff.
7	2.7.2 Laws of the duty station	<p>This seems very broad. What for example with a simple traffic rule violation? Having to report that seems out of proportion.</p> <p>What if the law is broken by the organization, as in some cases GGGI rules/regulations are conflicting with the Countries rules and regulations</p>	<p>Agreed - Similar language on minor violation of traffic rules in 2.7.3 will be included.</p> <p>As an international organization, GGGI establishes its own rules and regulations to govern activities required to carry out its mandate, including staff rules and regulations. To avoid any potential or perceived conflict in this regard, we strive to get</p>

			HCA's in place in our countries of operation as quickly as possible.
8	3.2 Position Grades	<p>The process for determining the appropriate scale within the grade should be made transparent.</p> <p>Through annual salary increase at the rates set, it is virtually impossible to move from the lower scale into the mid scale.</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>We understand this is more a statement than a question, but would still love to see feedback from HR on this matter.</p>	<p>Cannot be accommodated – as the determination of the initial salary within the scale of the position grade depends on several factors it is difficult to establish a more transparent way of doing this. For example, peer salary levels (internal equity) and market conditions will be taken into account in determining salary.</p> <p>However, as a guiding principle, a person joining GGGI will be seen as someone new to the job and would normally be placed within the range of the first and second quartile, and then gradually move toward the mid-point of the scale.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Staff will move through the scale based on performance, and we have provided a higher percentage increase for higher performance</p>
9	3.3.1 & 3.3.2 Promotion	<p>Could the language in article provide more clarity on promotion within the same department/division/job family etc. ?</p>	<p>Not needed - promotion is defined as “the movement of a staff member to a higher position and grade without competition” This could be within the same department/division or to a different department or division.</p>

	<p>Who is in the promotion committee? Can we include gender balance of the committee in the rules document.</p> <p>Could a definition be given of a managerial position. Is that when there is one staff member reporting to you?</p> <p>In the past the countries were discouraged from giving anybody a “exceeds expectations” so very few of the current staff members have ever received an exceeds expectations. Does this mean none of our current staff members can now get a promotion for another 2 years? Promotions should be possible based on recommendations of the line-manager and/or CR (or another definition) and should also be possible after 1 year. If somebody joins one month after the evaluation cycle it means he/she cannot get a promotion for another 2 years and 11 months. Which seems not very motivating for our staff members. The answer provided to the staff council to this question in an email on the 26th of June 2017 is insufficient and further clarification is requested.</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>Correct, there is no existing formal policy but informally managers have been discouraged (verbally) from doing so (just for your information – no need to respond).</p> <p>The staff feels that this rule is too strict and to limiting for personal growth. We want to suggest more responsibility for the line manager (or CR / department</p>	<p>Yes. The composition of the promotions committee will reflect the diversity within the organization and language will be added to ensure gender balance.</p> <p>Please note that the probationary period for persons promoted to managerial positions will be taken out of the proposed Staff Rules.</p> <p>Several points should be clarified:</p> <ol style="list-style-type: none"> 1. There is no existing policy discouraging an “exceeds expectation” rating. If the performance is exceptional, it should be recognized as such. 2. The required 2 years of “exceeds expectations” rating is critical to maintain. This type of promotion recognizes exceptional performance of a staff member and this promotion will not require competition. 3. Staff members who wish to advance in their career but do not meet the criteria under this provision can still compete for vacancies at higher levels. <p>.....</p> <p><i>Additional Management response:</i></p> <p>In-position promotions are for exceptional performance, as it is seen as a part of reward and recognition. We</p>
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		head) in this matter as he/she is better able to assess the skills of a person. This way the majority of our staff can never get a promotion as it could take up-to 3 years to get a promotion and most positions and contracts are currently for a maximum of 2-3 years. We strongly request HR to reconsider this matter.	will continue to offer three year contracts, based on the needs of the organization.
10	3.5 assignment to a lower grade 4.2.9 Salary reduction on assignment to a lower grade	There is no clear reason for this rule to exist except perhaps as a form of disciplinary action. The very existence of this rule undercuts staff morale. Recommend it be removed. At the very least it should begin with "Under rare circumstances..."	To clarify, this provision gives flexibility to GGGI to deal with situations enumerated where basically the staff member's employment is at issue. As an alternative to termination, this provision could actually benefit the staff.
11	3.5.4 assignment to a lower grade	This article seems unnecessary, as it is always subject based on line manager(s) assessment anyway (furthermore promotion is already sufficiently covered in other articles).	Please see explanation above in the response to comment no 10. This provision should also be seen as beneficial to staff because it provides an opportunity for staff to recover his/her former level after a certain period.
12	4. Salaries, allowances and benefits	<p>It is suggested that the membership of ISOS emergency evacuation assistance is included in this chapter, as staff member's safety is not a benefit or perk like relocation and housing allowances, but a right. Therefore, all expats (those who live outside of their native country) should be included in the plan regardless of pay grades.</p> <p>Could there also be confirmation that during any work related travel, any cost and care for emergency evacuation will be borne by GGGI/Insurance.</p> <p>.....</p>	<p>The evacuation assistance is not a benefit and it will be covered outside of the Staff Rules.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Will include information in staff induction</p>

		<p><i>Comments to Management response:</i></p> <p>Where in the contracting process does the (new) employee hear or learn about this service? It should be a clear component of the package offered. If not mentioned in the R&R, this is ok for the staff/WG, however than it should be clearly covered in the contract or other materials provided by GGGI to newcomers.</p> <p>Could this be at least confirmed in this document or to the staff council – as this has been unclear for staff.</p>	<p>All staff are covered for evacuation services by ISOS contract when on travel status</p>
13	4.2.2 Salary scales and determination of salary	<p>This fails to reflect the fact that salaries are not only determined by a person's qualifications and experience, but also their salary history as well as the current salaries of people at the same grade in GGGI. This practice is not managed transparently (for obvious reasons, although this makes it problematic), and can lead to very skewed salary levels for new hires—simply based on the relatively small sample of positions. The results have been problematic—compensation offers that are either too low or too high.</p> <p>.....</p> <p><i>Comments to management response:</i></p> <p>Overall staff have communicated to the council that they find the salary determination process not transparent enough. If not further clarified in the R&R, can we think of another way to provide more clarity to the staff on this matter? Maybe address it in the HR FAQ that has been send around in the past?</p>	<p>Please see the response to comment no 8 above regarding scale within the position grades.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>The process of individual salary determination is done with the Hiring manager and Division head. Base salary is dependent upon various factors including internal benchmarking, staff backgrounds, recruitment source availability etc.</p>
14	4.2.3 Salary scales and determination of salary	<p>International scales are identical across countries. So this means they do not take into account the prevailing conditions in the duty station.</p> <p>If we want to take conditions in the duty station into account, we would need to have a UN style salary structure with a base salary and a cost of living index.</p>	<p>Yes. The UN has a system different from GGGI. GGGI has chosen to adopt a salary scale for international staff that is the same across countries, which is a system used by our other comparators. However, please note that the current rules, which we have retained in the</p>

			proposed new rules (Rule 4.8), include a provision for cost of living allowance for international staff where the cost of living is higher than at Headquarters to compensate for the higher expenses that they incur.
15	4.2.6 Salary Increase based on Performance	It is suggested to provide some logic to avoid impression that this can be done arbitrarily. Therefore add something in line of “according to principle.....etc”	No additional wording included – the process is that DG may grant salary increase for staff members based on the staff member’s annual performance review and appraisal. In addition, the DG may decide on a one time payment under Rule 4.2.7, to staff members who demonstrated outstanding performance, based on recommendations from supervisors/management team. The performance review and assessments are carried out in a transparent manner in accordance with GGGI’s procedures, which ensures that the performance based salary increase or performance payment is not made arbitrarily.
16	4.2.7 Performance Bonuses	It was understood from the MPSC meeting that this proposal was not well received by one or several donors and that this would be reconsidered. It would be great if the staff could be updated on the line of thinking for this.	A clarification was provided to MPSC that bonus is already existing in the Staff Regulation for Executive positions and that this is being expanded to staff. However, the language will be changed, and the term Performance Payment used.

		<p>Can there be a clear and transparent regulation informing staff “when” you can receive a bonus and the value of the bonus. The current rule is very subjective and there is lots of room for different interpretations. A follow-up question to HR’s answer of the 26th of June is – <u>could these factors be made transparent.</u></p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>Can this be included in the article? As it provides more insight and transparency.</p> <p>Also who determines this? Does everybody who gets an “exceeding expectations” the same (half month, full month etc) depending on the budget available. Or will there be different grades within the exceeding expectations category where some people get half a month and others a full month? If the latter is the case, can HR provide clear transparent indicators on which this will be based?</p>	<p>Yes. The performance payment is only for those staff who had been rated as exceeding expectations during the annual performance review, and depending on budget availability, the performance payment will range from half-month to one-month salary.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Performance payment will range from half month to one month base salary and will be included in the Staff Rules.</p>
17	4.2.8 Salary on promotion	The concern is expressed that this article will de-incentivize staff to stay in the organization, particularly when considering that being recruited to an outside organization or company at a higher level could potentially result in a much higher salary increase. Should be both internally and externally competitive.	Yes. The cap for salary increase will remain but language will be added to allow for exceptional cases.
18	4.2.10 Salary on Transfer	This article sounds contradictory – maybe reconsider the language (will there or will there not be a salary increase?) furthermore a number of typo’s and unfinished sentences.	There is no contradiction. The rule is that there will generally be no salary increase but in exceptional cases, the DG may do so at his discretion.
19	4.4.3 Housing Allowance Payment	Can there be a reference made in this article to the options for advance payment of housing allowance as elaborated upon in article 4.11 (which means deleting the word monthly payment).	No need to add specific reference in 4.4.3 - rule 4.11 sets out the general rules on advances, for housing but also other purposes. No need to delete monthly payment in the text.

20	4.5 Education Allowance	<p>If the cost of school is less than current limits for one child, would that amount be reduced subsequently ? It should not actually since its part of the total benefits and any excess could be saved for future education (like in university) costs for the same child since GGGI covers only 75% costs.</p>	<p>No – the purpose of education allowance for expatriates is to subsidize the cost of education when they are based in a duty station outside their home country. This allowance is not intended to save for future education (like in university). The annual limits for the year will apply.</p>
21	4.5.1 Purpose of Education allowance	<p>This increase in the minimum age is penalizing young working parents (often mothers) trying to combine work and parenthood. Not in line with our value of ‘inclusiveness’ at a time when many employers around the world are increasing their attractiveness by stepping up measures in support of child care and working mothers.</p> <p>Could a provision be added for day care? (or education below 4yr).</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>The staff feel quite strongly about this, and about the fact that this doesn’t reflect our values. We all together need to make sure this is revisited after the benchmark study has been finalized, if it cannot be addressed now.</p> <p>However, in our opinion, it should not depend on the results of the benchmark – if GGGI is saying one of their core values is inclusiveness, that this issue is non-negotiable to give equal opportunities for men and women AND people with and without children.</p>	<p>To be considered - understanding of this concern and if the benchmark study shows this is normally provided by other organizations it will be considered,</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>As with all benefits we are establishing our package based on comparator practice; as is the case of providing an education allowance from 4 years.</p>
22	4.5.3b Education Allowances - amount	<p>Could “tuition and teaching advisory services affiliated with a homeschooling program” be included in allowable costs? Could language lessons be included? (“including art, music, language, and physical education lessons”)</p>	<p>Yes. This is already included under education cost in Rule 4.5.3. Reference to language lessons will be inserted.</p>

		<p>Could this be added at the end of that paragraph: <i>“school or are otherwise provided for free in public schools (including but not limited to, costs of art supplies, rental of science lab equipment or musical instruments, library access, use of recreation facilities, participation in athletic teams, and relevant shipping costs)”.</i></p> <p>Is it really necessary that the DG approves other costs? Could this not be approved by HR?</p>	<p>No need to include this as this is covered by other costs not mentioned in Rule 4.5.3 (ii) which may be approved by the Director-General on a case by case basis provided that they are related to the child’s homeschooling and such costs are usually included in the tuition payments in a regular school.</p> <p>The DG will have approval authority but it can be delegated if necessary.</p>
23	4.5.4 Education Allowances - payment	<p>Could this be added: <i>“This allowance is payable in one lump-sum reimbursement upon justification and receipt, <u>or through periodic expense claims in the case of homeschooling expenses.</u>”</i></p> <p>Could this be clarified, is it now the same for ICA and staff contracts, and everybody needs to do it receipt based? In that case ICA contracts need to be adjusted?</p>	<p>Yes. Text will be added to provide quarterly claims for homeschooling expenses.</p> <p>Yes. Once the revision is approved, this provision will apply to all staff – those under UNOPS or staff contracts.</p>
24	4.6 Home Leave allowance	<p>It is earlier indicated that all allowances would be equal now for ICA and staff members. However ICA’s get home leave allowance paid in cash and there is an amount maximum – while the rules and regulations state that the amount is based on the actual costs in that year of a return ticket.</p> <p>Is this article now applicable for all staff (ICA and non-ICA) will the ICA contracts be updated to reflect this?</p> <p>..... Comments to Management response:</p> <p>This means that HR should revisit all these allowances as currently it has been reported to us that these allowances are the same for many people</p>	<p>Yes. The proposed rule in 4.6 (3) will apply to all staff – those under ICA and staff contracts.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Education Allowance – we will grandfather for the current contract but new contracts will be on reimbursable. The reason being is to</p>

		independent from where they live. And due to the fact that many people need to pay tax over this amount the home allowance is insufficient and not covering the actual costs.	make the benefits consistent across HQ and countries.
25	4.6.1 Home Leave Allowance	After the initial 12 months - can we indicate the allowance is pro-rated in cases where staff leave GGGI before a full year is completed?	Yes. The allowance is effectively prorated because the home leave allowance will be paid on a monthly basis and will stop when employment ends before the full year.
26	4.6.4 Home Leave	Could this be added: <i>With Division Head approval, staff may alternatively request to work-from-home on an exceptional basis while on home leave.</i>	The provision on flexible work arrangement under Rule 6.2 (2) (a) already covers this situation.
27	4.9.1 Income tax	<p>Putting the responsibility of paying tax in the duty station country on the staff member is not legal in all countries, as in some cases the law describes that the employer is responsible for this. How will GGGI deal with such situations?</p> <p>.....</p> <p><i>Comments to management response:</i></p> <p>The answer sufficiently covers the issue of reimbursing tax, earlier this has also been explained as being part of the benchmark. However the issue raised is not only about the financial part of tax payment, but also about the legal part of it.</p> <p>Currently GGGI puts itself at high risk, if a staff member doesn't comply and doesn't pay tax (GGGI doesn't check this) and this is picked up by the country in which the law indicates GGGI is responsible for tax payments. Than GGGI has a big problem and it might has a big impact on its future.</p>	<p>To recap, GGGI has outlined three principles that defines and limits the scope of tax reimbursement of GGGI to its staff:</p> <p>1) GGGI will strive to provide a salary to expatriate international staff that is free of tax in the country of the duty station (through completion of host country agreements).</p> <p>2) GGGI will not reimburse tax in the home country of the expatriate staff.</p> <p>3) As many governments expressly exclude their own nationals from the tax-free arrangements awarded to international organizations, GGGI will not reimburse taxes of nationals of the country in which the duty station is located.</p>

		<p>In case this happens with expats, this might result in withdrawal of VISA's and no further visa issuance etc.</p> <p>The minimal recommendation the staff likes to do is that GGGI executes a check that all staff members have indeed paid their tax. However, in countries where the law indicates employers are responsible the recommendation is that GGGI does arrange for the tax payment (and then deducts it from salaries as long as there is not yet a reimbursement arrangement in place).</p>	<p>As a consequence of the above three principles, in cases where GGGI has not yet concluded a HCA, it may reimburse expatriate international staff for tax paid in the country of the duty station.</p> <p>We will operationalize them once we have the results of the benchmarking exercise.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Principle of tax payment – the staff member needs to comply with the local laws. However, to the extent possible and reasonable, GGGI to provide assistance to staff member to comply with tax obligations, eg if the employer needs to take certain actions.</p>
28	<u>4.9.2 Income tax</u>	<p>The current article reads: <i>"duty station taxes assessed on salary, allowances and other benefits received from, or by virtue of a staff member's service to, GGGI are not compensated, reimbursed or equalized by GGGI separately or as part of its remuneration package."</i></p> <p>While the document submitted to MPSC indicates: <i>"in cases where GGGI has not yet concluded a HCA, it may reimburse expatriate international staff for tax paid in the country of the duty station. This defines, and limits, the scope of tax reimbursement of GGGI to its staff."</i></p>	<p>To clarify, the text in the draft reflects the current policy on income tax following the removal of tax reimbursement for international staff.</p> <p>The document that was provided to MPSC outlines a set of principles that GGGI is considering to adopt regarding the tax matter of staff. We will operationalize them once we have the results of the benchmarking exercise.</p>

		These two messages are contradictory, it is clear that the tax issue in duty station specifically is still one of the main concerns of all staff. There is general understanding that the final decision will depend on the outcome of the benchmark study, however the provided conflicting information has been noticed by staff members and has been raised by several people.	
29	4.10.1 Salary, Allowances and Benefit payments	The statement on home leave seems contradictory with 4.6 (3) please clarify.	Yes. Rule 4.10.1 will be changed to reflect that home leave allowance is paid on a monthly basis.
30	4.10.2 Salary, Allowances and Benefit payments	Could it be clarified why 1/22 is used as the multiplier - why are staff not paid a daily rate based on annual income (i.e., 1/261 of annual income)?	To clarify, the daily rate is arrived at by first dividing the annual salary by 12 because salary is paid on a monthly basis, and then the monthly rate is divided by 22 working days in a month.
31	4.11 Salary advance	<p>In some countries it is normal to pay 12 months or even 24 months rent in advance, which are amounts that cannot be covered by the individual frequently. Could, upon submission of the contract, GGGI make bigger advance payments for these cases?</p> <p>Why advance the base salary? Why not advance the housing allowance or education allowance?</p>	<p>A larger advance cannot be accommodated. Staff members in all countries of operation engaged under UNOPS contract can only avail of salary advance for any situation, and has been sufficient so far to address staff needs. This arrangement is now being included in the Staff Rule to harmonize benefits across GGGI.</p> <p>We expect this to work out based on the UNOPS experience but we will evaluate the implementation moving forward.</p>
32	5.3.4c Selection Process	Can we add <i>"And at least one male and one female panelist."</i>	Yes. Text will be added to specify that there should be at least one female and one male panelist. We have been implementing this practice in the HR manual.

33	5.4.2 Implementation of the selection decision	<p>(ii) medical certification >> the regulations say “may” require medical certification. Please check and ensure language in both documents is equal and/or clarify why there is a difference.</p> <p>For point (iii) feedback was provided as following: Is it implied that the candidate needs to find this out or is this GGGI’s responsibility? In countries where GGGI has not legal status, it is virtually impossible for the candidate to find this out. Responsibility for confirming right to work of the candidate lies with GGGI.</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>Staff thinks it is now indirectly implied, but it would be better to make it clear that this is not the staff’s responsibility but the organisations responsibility</p>	<p>The difference is intentional. The Staff Regulations provide discretion on the part of the DG to require medical certification, and in the Staff Rule, the DG has chosen to exercise this discretion.</p> <p>This condition on the candidate having the right to work or being able to obtain the right to work recognizes the reality that GGGI may or may not be in a position to obtain the appropriate permit for a person to work in a particular country.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>GGGI could include in the job advertisement that the candidate should have the right to work in a country particularly if we do not have legal presence.</p>
34	5.5.1 Family employment	This seems contradictory with regulation 5.2 (b) please clarify	No contradiction - Regulation 5.2 (b) excludes employment of parents, siblings and children of a staff member, while staff rule 5.5.1 allows employment of a spouse.
35	5.6.1 Probation	Could management provide clarification why the indicated period of 6 and 3 months have been chosen?	To clarify, the probationary period is in line with best practices of international organizations. The proposed rule has extended the current period from 3 to

		<p>It has been raised by several staff members that this proposed rule is not in line with local labor laws, which often already prescribe how long probation can be (almost always shorter than 6 months). In some cases, like Indonesia, it is only allowable for permanent employees, not for fixed-term (contract) employees. Thus, no probation is allowed for ICA staff.</p> <p>Could this be clarified?</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>But what do we do in the meantime with countries in which this is against labour law? We need to provide transparent and clear direction to the (new) employees. Without HCA we cannot follow GGGI regulation and need to follow local labour law is the general opinion of the staff. Is this correct?</p>	<p>6 months for fixed term appointments as to give the staff member sufficient opportunity to demonstrate suitability for employment.</p> <p>To clarify, the staff rules are rules established by GGGI as an international organization, which sometimes might be different from the national law. For this reason, we strive to get HCAs in all our countries of operation that will acknowledge GGGI's legal status and right to establish its own rules and regulations.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>GGGI will work with country offices to make an assessment of the legal environment.</p>
36	5.6.6	<p>It looks like "within GGGI" is missing: <i>"Staff members are not eligible to apply to another position within GGGI during the probationary period."</i></p>	<p>Yes - will be included.</p>
37	5.8 Learning and Development	<p>The proposed rule of 2% makes the budget really small for a lot of National / lower X positions. If you are on an annual salary of 25,000 USD then your budget is only 50 USD. Would it be possible to propose a minimum amount <u>or</u> the 2% rule, whichever is higher will apply. Lower graded staff members should have as many opportunities as higher graded staff members to develop</p>	<p>To clarify, the total training budget is 2% of the overall GGGI staffing budget and is not based on 2% of each staff member's salary.</p>

		themselves. Or, are we misinterpreting the rule and is the 2% for GGGI total salary base, and per person this is not linked to their personal salary?	
38	5.11 Recruitment of former staff	What are the rules for recruiting former consultants? Are there any? In which document can these been found or does it need to be included here?	Yes - engagement of former consultant is covered in the rules and manual on engagement of individual consultants.
39	6.2 Flexible work arrangements	Does this include “work from home from a non-duty station country”?	Yes
40	6.4 Annual Leave	<p>Most respondents have actually very positively received the increase in holidays, however one respondent indicated the following. A concern was raised that raising the number of holidays might not sit well with our Government counterparts with whom we work closely together as it will widen the gap between the two parties. In this particular country Gov Officials only have 15 paid leave days.</p> <p>It was suggested if GGGI could consider comp-time arrangements, in line with the World Bank rules/regulations. This means that instead of the regular 8 business hours per day, you have the option of working 9 hours per day and taking one day off every two week as you “earned” this by working additional. This has been implemented by the World Bank for years, and it means people come to work at 8 and leave at 6 and have every second Friday off. It is requested that HR should assess that option (instead of adding holidays).</p>	<p>We recognize that national governments have their own systems and policies on leave benefits aligned with their national laws. GGGI, on the other hand, has its leave benefits aligned with its comparators, ie other international organizations.</p> <p>To be considered for future enhancement of GGGI work environment.</p>
41	6.4.2 Annual Leave Entitlement	<p>The formulation of this article is confusing.</p> <p>Do you mean leave days need to be accrued? If a staff member starts on the 1st of jan, it wouldn't be a accrued?</p> <p>Could this be clarified?</p>	Yes. Rule 6.4.2 is for staff members joining or leaving in the course of the year. For all other staff members, they get the full entitlement at the beginning of the year.
42	6.4.6 Annual Leave - Use	<i>“staff members are expected to take at least fifteen (15) days of annual leave each year”</i> – does this mean it is mandatory or not? Language could be interpreted in multiple ways.	Yes. It is mandatory - any unused leave above the limit set out in 6.4.7 (a total of 15 days) will be forfeited. Use of annual leave days is strongly

			encouraged to ensure a healthy work life balance.
43	6.6 Relocation Leave	<p>It is indicated that 3 days are not enough as relocation leave, especially if you are moving with family, if there are challenges with customs or other logistical challenges, if the staff member comes prior to the family and needs to do all house hunting alone. Furthermore there is school search, school pre admission visits, driving licenses etc. It is suggested to increase this to 5 to 7 days.</p> <p>The day of appointment or assignment to a new duty station is not always the date of relocation – as due to VISA requirements these two might be weeks or months apart. Could this be reflected in the article? Maybe by including “upon arrival at the duty station” or “upon official reallocation date” (being the actual reallocation flight date).</p>	<p>Not agreed. We do not see a need to increase relocation leave. HR has not received any complaint regarding the inadequacy of the 3-day relocation leave. In any event, staff can request DG for special leave with pay in exceptional circumstances. In certain situations, that only require being away from the office for a few hours, arrangements can be made with supervisors.</p> <p>Relocation leave can be taken within one year from appointment date.</p>
44	<u>6.9 Compensatory leave</u>	<p>It is not only about working additional during the week, but it is especially about working additional during national holidays and weekends. Furthermore it is not common to have a maximum number of days linked to this clause – any significant additional work provided needs to be compensated. If this is a structural issue, than the issue needs to be address but <u>the staff member should never become the victim of high demands of the line manager and/or organization</u>. It is therefore proposed to not include a maximum number of days – if this is not acceptable for Management than it is suggested to change to 12 days.</p> <p>This issue has been raised before by the staff council, but the council is of the opinion that it is not sufficiently addressed yet.</p> <p>The proposal for this article is as following:</p>	<p>Yes. Language will be added to include work on holidays and weekends, and travel time.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>The maximum is kept. “Staff members who have been required to work for extended periods beyond the normal working hours and the normal working week or</p>

		<p>“Staff members who have been required to work for extended periods beyond the normal working hours and the normal working week, including during official holidays and on weekends, are eligible to receive compensatory leave. Travel time shall be counted as work when determining compensatory leave.</p> <p>.....</p> <p>Comments to Management response:</p> <p>Could you confirm that indeed the MAXIMUM number of days is removed? Could the new text of the article be shared with the WG?</p>	<p>work or travel during weekends and official holidays of the duty station are eligible to receive compensatory leave of up to 5 days per year”</p>
45	6.11.2 Maternity Leave	<p>This means pregnant candidates cannot apply for positions in GGGI – that would be highly controversial, not fit with our value statement of being inclusive and make us vulnerable to legal action.</p>	<p>Agreed. This provision will be removed.</p>
46	6.12 & 6.13 Paternity and Adoption Leave	<p>Paternity and adoption leave should be equal to maternity leave. It is not inclusive to promote gender inequality and codify familial roles</p>	<p>To be considered – based on the results from the benchmarking study this may be considered.</p>
47	6.13 Adoption and Surrogacy leave	<p>Maybe good to clarify what is meant by “parent” - The legal parent? The biological parent? Or the surrogate mother?</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>Could we reconsider the term legal parent?</p> <p>Especially in same sex relations the “legal parent” category may not apply to both parents, as it may take many years (or never) in some cases to get that status. This is a challenge for gay couples who use surrogacy</p>	<p>Yes. The leave may be availed of by the legal parent in case of surrogacy arrangements.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Exceptions to these staff rules will be addressed through DG approval process</p>

		<p>in many countries. And it is even more blurry in countries that do not recognize same sex relations at all.</p> <p>Surrogacy and “legal parent” could maybe also be questioned in some for heterosexual couples or single parents too.</p> <p>Could we adjust the definition to be more inclusive?</p>	
48	8.2 Mobilization	<p>There is a request for clarifications why the amount of demobilization is lower than for mobilization as the costs are the same to or from a duty station.</p>	<p>To clarify, the mobilization allowance is higher because it is a combination of the current dispatch allowance and relocation allowance upon appointment. On separation of service, staff will only get the relocation allowance which is now termed as demobilization allowance.</p>
49	10.1 Separation	<p>I would suggest to label this a joint responsibility of GGGI and the staff.</p> <p>If some unit does not do their part of the job, it would be unfair to blame this on the staff member</p>	<p>Agreed – wording will be added to include GGGI’s responsibility to facilitate the completion of the staff’s exit procedures.</p>
50	11.4.1 Disciplinary measures	<p>Should we add: The extent to which misconduct affects wellbeing of other staff members</p>	<p>This is already covered by 11.4.1 (b) (adversely reflects upon the interests of the GGGI)</p>
51	11.4.2 Disciplinary measures	<p>Could there be a reference to accountability measures for the DG decision, to make sure that such disciplinary action is not take on personal vendetta?</p>	<p>This already exists - the staff member has access to an appeals process.</p>
52	Rule 12.3.1b Internal appeal process	<p>Who is part of the independent arbitral mechanism? Specifications below only explain the process for (a)</p> <p>How can a staff member write ‘directly’ to the arbitral mechanism if it has to be established by the DG?</p> <p>.....</p>	<p>To clarify, the details on the arbitration process are not stated in the Staff Rules. They are laid out in a separate document – the Arbitration Rules. The FAQs will be regularly circulated to staff and included in the induction program for staff awareness.</p>

		<p><i>Comments to Management response:</i></p> <p>Currently there are many different HR related guidelines and rules/regulations and they are not transparent enough. Can they all be published on the GGGI website and on GGGI Intranet (sharepoint) so that everybody has access?</p> <p>If already done, maybe we can send an email around to all staff pointing them in this direction.</p>	<p>.....</p> <p><i>Additional Management response:</i></p> <p>Arbitration Rules and other relevant policies and Rules are on the GGGI website. We will recirculate the email</p>
53	<u>Other - consultants</u>	<p>If (short term) consultants are not treated as staff any more, they should not be provided with a GGGI.org corporate email just for the sake of being able to process their payments. Payments to these individuals should be done with submission of invoices. That also ensures they are complying with potential tax regulations under the duty station or where they are located.</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>Again in some countries this is against local laws and GGGI will need to continue to pay tax for consultants</p>	<p>Agreed. Consultants will no longer have GGGI email account effective September 1. They are responsible for payment of their own tax.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Correct - while it is probably withholding tax, not paying.</p>
54	Other	<p>Can there be a clear clarification in the document what rule is leading in case any rules or regulations are not in line with local (labour) laws?</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>This answer is unfortunately insufficient for many countries currently dealing with problems when local laws and GGGI R&R are contradictory. There is insufficient guidance from HQ what to do in these situations resulting in intransparent actions where sometimes local laws are followed while other times GGGI R&R is followed. Clearer guidance is necessary from HQ what to do</p>	<p>To clarify: As a principle, the Staff Regulations and Rules are the governing instruments for employment matters. GGGI will strive to conclude HCAs in all countries of operation. In the meantime, GGGI will make an assessment on the requirements under local laws and look into available solutions until an HCA is concluded.</p> <p>.....</p>

		in case no HCA is in place. In some countries (Indonesia is a good example with 4-years already) the HCA negotiations take a long time, sometimes years, in which GGGI is exposed to major risks when not following local laws	<p><i>Additional Management response:</i></p> <p>In the lack of HCA, GGGI to work with local office to assess legal environment in country offices.</p>
55	Other	<p>There is no reference in the whole document about the new suggested rotation for senior international staff. If this will become a rule, as this has already been communicated by Management to all employees, than it should be included in this updated document.</p> <p>.....</p> <p><i>Comments to Management response:</i></p> <p>This issue has been raised by many people to the staff council. If it will be included in the new R&R could the staff council and the WG please read the text prior to submission to the council?</p>	<p>Yes. The definition of international position will include the element of mobility or the ability to move to other parts of the organization.</p> <p>.....</p> <p><i>Additional Management response:</i></p> <p>Additional areas to be added – we have Rules so that we can add later, the DG can agree, e.g., rotation.</p>
56	Other	It was understood that MPSC members were able to ask additional questions afterwards via email, it would be great if such questions and/or potential changes flowing from these questions could be shared with the staff (council).	To clarify, there will be no extra round of consultation with MPSC members. The revised version of the Staff Regulations will be sent to the Council for review and approval. At the same time, the revised Staff Rules will also be reported to the Council in accordance with the Staff Regulations. The Staff Rules are however approved by the DG.
57	Other	Could there be an e-learning session on staff rules and regulations to ensure all staff have sufficient knowledge on these and sign off on them as part of the probation period?	Yes. Once the new Rules are promulgated, there will be briefing sessions which will be recorded for staff awareness.
58	Other	What will be the policy for updating the Rules and Regulations. To manage staff expectations, how often will it be possible for staff members to make suggestions for changes to the staff rules and regulations. The last few years	To clarify, the Regulations are broad policy statements issued under the authority of the Council which are

		any suggestions were often answered with a promise that there will be an overall change to the R&R (happening now) but it was a long time coming. Could there be an indication in the document of how changes can be suggested and/or can be considered?	more permanent in nature and not changed regularly. The Rules, on the other hand, are issued under the authority of the DG and could be updated from time to time depending on the operational needs and requirements of GGGI.
59	Not directly relevant for the revised Rules and Regulation Travel rule	Could there be additional explanation on how the per diems are set for each country. Feedback has been received that in some countries the per diems are very low. This is for example resulting in difficulties finding accommodation in some cities, like for example Bogota. Could this be clarified by the travel team?	These are covered by the Travel Rules.

Regulations

#	Article	Issue	Management response
	2.4.b	<p><i>"In the performance of their duties, staff members shall neither seek nor receive instructions from any government or from any other source external to GGGI."</i></p> <p>This seems contradictory with our operation model in which we are embedded in the Government and are closely working together with the government supporting their ongoing work with our capacity. Maybe this requires a clear definition of "instruction", as we are receiving on a daily basis requests for support from Government Officials.</p>	<p>There is no contradiction: Staff must remain independent of any authority outside GGGI and their conduct must reflect that independence. Staff should only represent GGGI and its interests and are not representative of any government, please see also regulation 2.1 "their loyalty is to the institution and to no other authority" . Accordingly, staff working closely with government will naturally cooperate with the counterpart but they are required to exercise special care in maintaining their independence. If a staff member at any time they consider that any instructions in the day to day work with any government threaten their independence, they must consult their supervisors.</p>
	2.5 Honors, gifts or remuneration	<p>What if, for example, staff attends a government workshop and receives eg a pin, a USB stick, a calendar? For those, quite common, cases, these regulations seems out of proportion</p> <p>At the UN, there is a limit to the value of the gift. Anything with a market value under 25 USD could be kept by the staff member, anything above went to the organization. It is suggested to follow a similar rule.</p>	<p>Yes. We already have a similar rule in the Code of Conduct.</p>
	2.6 Conflict of interest	<p>"Non-remunerated outside occupation": that covers a very wide range of activities – from volunteering in a dog shelter, supporting extra-curricular activities at your kids school, to teaching catechism after church on Sunday.</p>	<p>To clarify, the main purpose of this provision is to address situations where a staff member would engage in</p>

		It is suggest that this rule is limited to remunerated employment	<p>activities relating to GGGI's mandate or operations, or in activities which may result in financial interests that would create a conflict of interest with the staff member's official duties at GGGI. For this purpose, employment, whether remunerated or not, require prior approval to ensure it is not incompatible with the interests of GGGI</p> <p>Prior approval is not required for the types of social or charitable work unrelated to GGGI which cannot be considered 'occupation or employment'. In situations where it is unclear of approval is required, staff should discuss with HR.</p>
	5.1.c Appointment	<p><i>"as far as practical"</i></p> <p>This is very vague. Can we be more precise on the circumstances under which non-competitive recruitment may be considered?</p>	Wording has been changed to "as a general principle" .
	5.2.a Recruitment and selection	It is suggested that nationality needs to be added to this rule.	Yes. This has been included.
	5.2 (second b)	What if two GGGI staff members get married after their appointment, while on a GGGI contract? Does this mean their contract cannot be renewed?	No. Please see Staff Rule 5.5 (2)
	5.2	<p>Typo: filling (not filing)</p> <p>And numbering in this section incorrect.</p>	Yes. Changes made.
	7.1 Social Security Scheme	Replace the word maternity with parental leave	Yes. Changes made.
	11.1 (no title / title missing) b	<i>"an administrative machinery"</i> is unclear language – could this be clarified / replaced?	Yes. We will replace "machinery" with "process".
	9.1 Staff Relations 12 Administration of justice	It is to be applauded that the Staff Regulation and Rules identify staff association (SA). With upholding international compliance on human rights, SA is one of key component for enforcing labor right. Nonetheless, the strategic	To clarify, the SA does not represent staff in individual cases. As is the present practice and in accordance

		role of SA has not been highlighted enough in this Staff Regulation and Rules, especially in addressing appeals and administration of justice as has also applied in many other international organizations such as the UN agencies, WB, and even international NGO such as Oxfam.	with the principles established in the Staff Regulations and Rules, staff are consulted on general employment matters, including the appointment of arbitrators.
	Other	Same comment about the new rotation regulation – this needs to be included in this document.	Yes. The definition of international position will include the element of mobility or the ability to move to other parts of the organization.