

## TIER II STANDARD FOR ECONOMISTS

### INTRODUCTION

1. This grade level standard illustrates the application of the ICSC Master Standard (Tier I) to a specific field of work of the United Nations common system: **Economists**. It is divided into three sections:

- Definition of coverage;
- Summary factor rating chart;
- Grade level descriptions of typical duties and factor-by-factor evaluation rationales.

2. The Tier II standard for Economists was developed in consultation with representatives of the organizations and the staff on the basis of some 180 job descriptions submitted by the organizations of the United Nations common system. The first draft was prepared, in October 1980, by a working group composed of technical and job classification specialists from the United Nations Secretariat and the FAO, a representative of FICSA and members of the ICSC secretariat. The draft Tier II standard was first circulated to all organizations and the staff for their comments; the CCAQ Sub-Committee on Job Classification then reviewed a second draft at its fifth session (Paris, June 1981), and a final product was prepared by the ICSC secretariat for promulgation by the Commission.

3. The standard was established and promulgated, with immediate effect, by the International Civil Service Commission at its fourteenth session in July 1981.

### I - DEFINITION OF COVERAGE

4. This section serves to confirm the appropriateness of the job to the occupational category and field of work. The coverage of the standard is defined by reference to the Common Classification of Occupational Groups (CCOG) narrative description of the field of work.

### *Inclusions - CCOG definitions*

5. This field of work is defined by the Common Classification of Occupational Groups (CCOG) as follows:

#### **1.E. Economists**

This job family includes occupations concerned with conducting research and developing and applying the principles and theories of economics to the formulation of plans for the solution of economic problems arising from the production, distribution and exchange of goods and services.

##### **1.E.01. Transport economists**

Apply the theories and techniques of the economics of transport as follows: study and advise on the economics of transport operations, enterprises and facilities and relationships among different modes of transport and between transport and the environment; analyse the impact of technological, social, commercial and regulatory developments on demand for transport; and identify the benefits of transport and make recommendations on ways of using various modes of transport to maximum advantage.

##### **1.E.01.a. Air transport economists**

Apply the theories and techniques of the economics of civil air transport as follows: study and advise on the economics of aircraft operation, air transport enterprises, airports and air navigation facilities and relationships between air transport and surface transport and between air transport and the environment; analyse the impact of technological, social, commercial and regulatory developments on demand for air transport; and make recommendations on ways of using civil air transport to maximum advantage.

##### **1.E.02. Agricultural economists**

Apply the theories and techniques of agricultural economics as follows: study economic aspects of problems pertaining to the exploitation of resources used to produce and market food and agricultural products; advise on more efficient operating methods and improved policies; forecast production and consumption, basing calculations on the records of past production, labour supply and general economic, population and agricultural conditions; investigate foreign and domestic commodity exchanges, consumption patterns, transportation facilities and tax and tariff policies to determine optimum markets and production strategies; examine credit structures and institutions and recommend improvements in financing; advise on policies to increase management efficiency, improve income and promote favourable food and agriculture legislation; and analyse and advise on

agrarian institutions and policies, especially land tenure, to moderate their impact on poverty, employment and income distribution.

**1.E.03. Development economists**

Apply the theories and techniques of development economics as follows: study, analyse and advise governments of developing countries on problems relating to the establishment of industries, factors affecting productivity, the effects of diversification on national economic stability and development policies to stimulate economic growth.

**1.E.04. Econometricians**

Compile, interpret, summarize and analyse numerical data and apply economic and statistical theory and methods to provide usable information and conclusions on actual, short-, medium- or long-term development; construct mathematical models to represent economic phenomena and employ other econometric techniques to determine the influence of economic phenomena on short-, medium- and long-term projections; and adapt mathematical models on the basis of actual trends and developments.

**1.E.05. General economists**

Apply the theories and techniques of economics as follows: study and formulate measures to aid in the solution of economic problems; investigate the organization of production and marketing methods, trade trends, pricing policies, credit structures, consumption, employment, productivity, taxation, poverty, governmental influences and other aspects of existing or hypothetical economic situations; compile, analyse and interpret economic and statistical data; and forecast future demand for goods and services, movements in prices and interest rates, changes in labour market conditions and trends in other economic factors.

**1.E.06. Financial economists**

Apply the theories and techniques of financial economics as follows: study the nature of money, credit and credit instruments and the operation of banks and other financial institutions to develop monetary policies and forecast financial activity; investigate credit structures and credit collection methods; examine banking methods and procedures to advise on techniques or regulations for the lending and fixing of interest and discount rates; study currency exchanges to recommend national and international monetary policies; and investigate the relationship of money, credit and purchasing power in order to develop methods for establishing and maintaining desirable balances.

**1.E.07. Industrial economists**

Apply the theories and techniques of industrial economics as follows: study and analyse factors that influence the investment, production, distribution and use of goods or services to advise on the best use of resources and desirable patterns of industrial development; examine methods or patterns of financing production costs and techniques, manufacturing patterns and marketing policies to discover possible improvements; determine the costs of production and advise on appropriate price levels; study the organizational structure of enterprises and industries and their relationship to marketing and production methods; analyse market trends for production and future consumption projections; and study the effects of government regulations, restrictions and promotional policies on industrial activities and development.

**1.E.08. International trade economists**

Apply the theories and techniques of international trade economics as follows: study movements of goods among nations in order to advise on trade balances and on international trade policies; determine the underlying economic reasons for such restrictions as tariffs and cartels in order to advise on how to adjust or eliminate frictions in trade; study exchange controls and the operation of foreign exchanges in order to formulate policies on investment and the transfer of capital; and collect and analyse statistical data and other information on foreign trade.

**1.E.09. Labour economists**

Apply theories and techniques of labour economics as follows: study and advise on economic factors affecting employment, unemployment and underemployment; study and advise on the economic effects of wage, price and income policies, human resources training and planning schemes and occupational and geographical movements of labour; compile and interpret data on labour supply and demand, wages and hours and productivity to forecast labour trends and recommend labour policies; devise or perfect techniques for settling labour disputes; and study the nature and the effect of labour legislation, social insurance, industrial accident provisions, welfare plans and industrial factors on the labour force.

**1.E.10. Price economists**

Apply the theories and techniques of price economics as follows: study price theories and formulate laws or principles governing or explaining price activities; collect, analyse and interpret price data to forecast the direction and extent of price variations; prepare indexes, charts and graphs showing price fluctuations and predict future price movements based on analyses of collected data.

**1.E.11. Tax economists**

Apply theories and techniques of tax economics as follows: collect, analyse and interpret data on problems of taxation affecting government and industry; study sources of government income and methods of expenditure, effects of taxes and fiscal policy on national income and overall business activity and distribution of the tax load among taxpayers; propose ways to reduce or eliminate taxation inequalities; and devise new types of taxes and methods of collection.

**1.E.13. Energy economists**

Conduct studies in the course of performing research to determine the short- and long-range economic impact of trends in energy supply and demand; study and analyse factors that influence the production, investment, distribution, conservation and use of energy products (e.g., heat or electricity) and sources (e.g. coal, water, gas, oil, nuclear reaction); conduct studies to determine the economic impact of alternative plans for energy production, distribution and use and to determine the investment requirements of various alternatives; compile, analyse and interpret data to reflect energy production distribution and use, particularly in relation to the evaluation of the impact of policies on investments or technologies.

**1.E.14. Health economists**

Apply the theories and techniques of health economics as follows: study and analyse methods of costing and financing health systems at all levels of care, considering varying socio-economic conditions and national policies; formulate the economic and financial components of health care planning; and develop analytical methodologies and techniques for cost-effective approaches.

**1.E.15. Marine economists**

Apply the theories and techniques of economics in providing for marine resource management as follows: develop methodologies for cooperative programmes of resource development, utilization and conservation, including the preservation of coastal areas, the prevention and resolution of pollution problems and the controlled exploitations of fishing grounds for specific geographic areas; and design economic and econometric models for forecasting demand for and availability of water and of water-borne resources such as animal and plant life.

**1.E.16. Mineral resource economists**

Apply the theories and techniques of economics and mineral resource management as follows: determine and advise on the economic feasibility of exploring for, recovering and processing minerals extracted from surface, underground and seabed deposits; analyse trends in the supply, demand, trade and price of minerals; and evaluate the impact of changing technology on

emerging and established mining industries.

**1.E.17. Forest economists**

Develop and apply the theories and techniques of economics and forestry to policy, planning and management relating to issues in the forestry sector, including investment, production, trade, employment, land use and social and community environment issues.

**1.E.18. Natural resources economists**

Apply the theories and techniques of economics in the field of natural resources, policy, planning, management, development and conservation, including the evaluation of the economic impact of alternative strategies and management activities.

**1.E.19. Telecommunications economists**

Develop and apply the theories and techniques of economics in the field of telecommunications as follows: initiate and organize research studies and surveys and analyse research studies of other economists on the interrelation between telecommunications infrastructure and socio-economic development with the aim of providing advice for policy, planning, management and investment purposes, in the overall context of technical cooperation and assistance programmes.

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## II - GRADE LEVEL DESCRIPTIONS AND EVALUATION RATIONALES

### P-2 GRADE LEVEL

#### *A. Description of typical duties*

Economists at this level analyse specifically defined aspects of technical and policy problems of concern to United Nations agencies, intergovernmental bodies and national authorities by:

- Preparing portions of economic and financial feasibility studies for development projects and programmes, compiling and analysing the data necessary for the preparation of project proposals and assessments, for the formulation of financing proposals, for identification of financing possibilities, and for monitoring specific facets of project implementation.
- Drafting components of regional, country or sectoral analyses for background studies in project selection and analytical studies of economic and policy developments relevant to the concerns of the international organizations; locating, verifying, calculating and presenting socio-economic information obtained from a variety of sources in a logical and orderly manner.
- Assisting in the design, testing and operation of econometric forecasting, planning and management models by updating model databases and re-estimating model components, writing computer programs for database management, data analysis and model operation.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics or business administration, or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses.

#### **V. Practical experience**

The performance of duties at this level requires experience in the application of a knowledge of economics, and analytical and research techniques in support of an organizational economics programme. This can be gained through two to five years' work at the national level.

#### **D. Language knowledge: Level 1**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Assignments require the analysis of specifically defined aspects of technical and policy problems in the field of economics by preparing portions of economic and financial feasibility studies or researching and drafting components of analytical studies of economic developments and policies relevant to the concerns of the international organizations.

#### **V. Complexity of work assigned**

Work at this level involves the application of the principles of the discipline to the analysis of intricate relationships between macro-economic phenomena or the variables in

micro-economic investigations and of the impact of specifically defined economic factors, such as takes place in the assessment of project proposals. The analysis exhausts the complexity of the issue under study but is restricted to a closely defined aspect; work develops part of the background to preliminary conclusions in policy analysis or to proposals for decisions in project work.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

At this level, general guidelines are available in the form of project appraisal manuals on which analyses can be based or accepted professional techniques for analysing economic issues, but detailed operating procedures are normally not available. Reference is made to previous economic studies and reports for guidance in developing the format and methodology for preparing an analysis or study.

#### V. Supervisory controls

For repetitive assignments only general instructions are given; however, when new or different task assignments are made the supervisor explains the type of problem that can be anticipated and normally outlines the type of analysis or methodologies which could be utilized. The supervisor is available to provide assistance in solving unusual or difficult problems encountered. Work is usually reviewed by the supervisor at the completion of each major phase (e.g., formulation of analytical approach, collection and preliminary compilation of data, drafting of document section or project evaluation) to ensure coordination with other related aspects of the larger economic analysis or report.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Written and oral contacts are primarily for the exchange of information regarding research or development projects. Guidance and assistance are obtained in applying advanced methodology to problems and in evaluating technical assistance projects. Results of analyses and evaluations are discussed. Other contacts involve data-gathering and provision of technical advice concerning matters related to economic analysis.

## V. Importance

Contacts are normally maintained with counterparts in related functional areas and senior staff of the organizational subdivision. Regular contacts include project staff and professionals of the support services (library, statistical service) who assist in the acquisition of essential data.

### **External**

## H. Skill

Primarily written and some oral contacts are maintained in order to gather and exchange information and data, compare results of analyses and service meetings.

## V. Importance

Contacts are most frequent with counterparts within national governments, non-governmental and intergovernmental organizations and institutions. Less frequently, contacts involve outside technical experts in related fields.

## V. **SUPERVISORY RESPONSIBILITY**

### H. Responsibility for support staff

Work does not typically involve full-time supervision of staff, although tasks may be assigned to secretarial and clerical staff.

### V. Responsibility for Professional staff

Normally, does not supervise work of Professional staff.

## VI. **IMPACT OF WORK**

### H. Effect on work

Decisions taken at this level relate to the selection and evaluation of data and methodologies to be used in the analysis of specifically defined aspects of technical and policy problems under study. Proposals generally relate to changes in established methods of work on components of studies and changes in emphasis or approach in areas of research and advisory services.

V. Consequences of errors

Errors at this level may result in the formulation of inaccurate preliminary conclusions in research and project assessments. Normally, errors would be discovered, and their correction would cause delays in the completion of the assignments of the incumbent's unit.

**P-3 GRADE LEVEL**

***A. Description of typical duties***

Economists at this level analyse technical and policy problems of concern to United Nations agencies, intergovernmental bodies, contracting States, and national authorities by:

- Identifying, elaborating and assessing - in accordance with existing organization guidelines - opportunities, proposals and feasibility studies for economic development projects and programmes, analysing and identifying positive and negative elements related to the selection of projects and programmes, identifying financing possibilities for them and monitoring their execution.
- Performing regional, country or sectoral analyses as background studies for aid in project selection, organizing, guiding and monitoring the work of external consultants; participating in field missions as economic expert for the economic and financial appraisal of projects, designing technical aspects of methodologies for project appraisal.

**OR**

- Preparing analytical studies of economic development and policies relevant to the concerns of the international organizations and suggesting policy proposals based on the results of these studies for inclusion in reports to intergovernmental bodies.
- Designing econometric models, as well as models for application in planning and management, describing and analysing forecasts and projections of trends in economic patterns and relationships and analysing the effects of alternative policies and assumptions and the application of regulations, and drafting analyses and policy proposals based on the results of these studies.
- Acquiring economic and social data for these efforts.
- Servicing meetings of a technical nature of intergovernmental or expert groups, attending interagency meetings, external scientific seminars and other gatherings to exchange information; conducting training seminars and briefings of national experts for the transfer of results and methodologies elaborated in research activities.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics or business administration, or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses.

#### **V. Practical experience required**

Duties at this level require in-depth understanding of and experience in the application of theoretical knowledge to practical economic analysis or applied research. The practical experience in the application of economic principles and concepts needed to perform economics duties at this level is developed through two to three years' work at the international level or, alternatively, five to seven years' work at the national level.

#### **D. Language knowledge**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Work at this level involves the application of the principles of the discipline to the analysis of macro- or micro-economic problems. In research and analysis work, incumbents design research plans, describe and resolve economic issues, adapt existing methodologies and techniques to new or unprecedented applications and present findings, conclusions or policy recommendations in a professional manner. Economists at this level also guide and monitor defined aspects of the work of external consultants and participate as experts in field missions and in the servicing of intergovernmental and expert group meetings of a technical nature.

#### V. Complexity of work assigned

Work is intricate in that it requires consideration of a wide range of economic factors and related data. Assignments require conducting, reviewing, revising and evaluating economic and feasibility assessments of development projects, preparing and adapting regional, country or sectoral background investigations, or designing, researching and drafting in-depth analytical studies of economic developments and policies relevant to concerns of the international organization.

### III. INDEPENDENCE OF WORK

#### H. Application of guidelines

Project assessment manuals, established project approval policies and standard procedures in the form of accepted methods of economic analysis, computer models and data-analysis packages provide working guidelines and precedents at this level. Assignments require the interpretation and adaptation of these guidelines and procedures in the assessment of unusual and non-recurring project proposals or in the analysis of economic developments and national or international policies relevant for the economic policy concerns of the international organization.

#### V. Supervisory control

The purpose and desired results of the work at this level are outlined by the supervisor. The methodological approach and presentation format is jointly developed with the supervisor, mission leader or senior adviser to ensure that all relevant facts and current organizational and programme considerations are taken into account. Work in progress is conducted with technical independence, incumbents seeking specific guidance from the supervisor for the resolution of unexpected and complex problems, such as the application of policies or regulations to difficult or unusual cases involving problems of interpretation, new methodologies or sensitive political considerations. End products are reviewed for soundness of conclusions by supervisor, mission leader, or a review committee.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Written and oral contacts are primarily for the exchange of information regarding research or development projects. Guidance and assistance are obtained in applying advanced

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methodology to problems and in evaluating technical assistance projects. This information-gathering and exchange in support of studies and sectoral tasks assigned may also include efforts to obtain information on national and field conditions and to convey methodological approaches and operational experience for implementation of activities undertaken on behalf of the organization.

**V. Importance**

The primary work contacts of staff at this level are with staff and officials of governmental and United Nations agencies, academic and research institutes and voluntary, commercial and consulting organizations.

**External**

**H. Skill**

The emphasis in the work relationships of staff at this level is on obtaining data, statistics and policy information, and exchanging information and ideas on research activities and other technical questions. Work may also include the review of interagency activities and survey work; coordinating and assembling or documenting data and other information as a means of preventing duplication of efforts. Some work may also involve contacts in field project formulation, execution and monitoring.

**V. Importance**

The primary work contacts of staff at this level are with staff and officials of governmental and United Nations agencies and of academic and research institutes.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Work does not typically involve the full-time supervision of staff, although secretarial and clerical staff may be assigned specific tasks by incumbents at this level.

**V. Responsibility for Professional staff**

However, some economists at this level are responsible for the supervision of up to three support staff.

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## VI. IMPACT OF WORK

### H. Effect on work

Decisions at this level will affect the methods used and the priorities of work assigned. Specifically, decisions are made concerning appropriate methods and parameters to be used in conducting economic studies. Such decisions include the determination of the suitability, validity and accuracy of data provided by governments and non-governmental entities and the making of assessments of studies and research documentation. Proposals, if accepted, will affect the eventual content of project reports, research studies or policy or programme recommendations made to intergovernmental bodies, governments or non-governmental bodies.

### V. Consequence of error

Errors would result in delays in achieving the work targets of the unit by failure to provide input required by higher level economists. Errors are difficult to detect and such errors would damage the credibility of the work unit.

**P-4 GRADE LEVEL**

*A. Description of typical duties*

Economists at this level conduct economic research on technical and policy problems of concern to United Nations agencies, intergovernmental bodies, contracting States and national authorities and provide economic advisory services by:

- Developing, monitoring, assessing, coordinating, improving and integrating proposals or feasibility studies for economic development projects.
- Conceiving, formulating and developing proposals for research and analysis of economic development projects and policies.
- Advising on the selection of consultants to conduct economic studies and monitoring and guiding their work.
- Organizing and servicing field missions, and serving on interagency working groups to appraise global or sectoral economic resources and development, and project and planning activities, requirements and priorities; organizing or conducting technical seminars.

**OR**

- Formulating, expanding and integrating analytical studies of economic developments and policies, developing and evaluating policy proposals based on the results of these studies.
- Designing econometric models, as well as models for application in economic planning and management and evaluating their utility, relevance and impact on economic policy decision-making, forecasting and projecting trends in economic patterns and relationships and analysing the effects of alternative policies, and preparing analyses and policy proposals based on the results of these studies.
- Arranging for the acquisition of economic and social data for these efforts.
- Consulting with national and regional planning and economic authorities for the purpose

of verifying preliminary conclusions of studies, for obtaining data and information on or elucidation of policy intentions.

- Servicing intergovernmental meetings, negotiations or expert group meetings of a technical nature or presenting, describing and defending the work of the organizational unit at interagency meetings and at external scientific seminars and other gatherings, conducting training seminars and briefings of national experts for the transfer of results and methodologies elaborated in research activities.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics of business administration or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses.

#### **V. Practical experience required**

Incumbents at this level require experience in the application of knowledge of economics to problems of national, regional and international economic development, as well as significant experience relevant to the organizational and programme context in which technical economics functions are performed at this level. This experience is gained through five to seven years' work at the national level and two to three years' work at the international level.

#### **D. Language knowledge**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Work at this level involves the application of the principles of the discipline to the analysis of macro- or micro-economic problems. In research and analysis work, incumbents design research plans to describe and resolve economic issues, to adapt existing methodologies and techniques to new or unprecedented applications and to present findings, conclusions or policy recommendations in a professional manner. Economists at this level also monitor and guide the work of external consultants and participate as experts in field missions and in the

servicing of intergovernmental and expert group meetings of a technical nature. Work is intricate in that it requires consideration of a wide range of economic factors and related data.

#### V. Complexity of work assigned

Work at this level involves the application of the principles of the discipline to the analysis of macro- or micro-economic problems of substantial complexity and of critical concern to the organization. In particular, analytical and advisory work at this level requires in-depth identification and consideration of non-economic variables relevant to the examination and discussion of economic problems and policies. Work at this level requires the consideration of non-quantitative as well as quantitative factors in the solution of methodological problems or in the formulation of policy proposals and project approvals.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

Project assessment manuals, established project approval policies and standard procedures in the form of accepted methods of economic analysis, computer models and data analysis packages provide working guidelines and precedents for this level. Assignments require the interpretation and adaptation of these guidelines and procedures in the assessment of unusual and non-recurring project proposals or in the analysis of economic developments and national policies relevant for the economic policy concerns of the international organization.

#### V. Supervisory controls

Incumbents at this level formulate the approach to be followed in analytical work and identify the full range of technical considerations to be covered and methodology to be employed in the economic analysis within the bounds of stated objectives. The supervisor specifies substantive, time and budgetary constraints for the analysis of projects, the development of economic models or the preparation of studies, and indicates the objectives to be achieved by incumbents and the policy framework within which the technical work is to be conducted. Work in progress is discussed with the supervisor when major deviations from agreed objectives or policies are required, or when it becomes apparent that the work will result in the establishment of significant precedents. The final product is reviewed by supervisor and mission debriefing or project review committee for conformity with organizational policy and objectives. Work at this level normally need not be reviewed for technical accuracy. Incumbents at this level exercise initiative when on field mission, in assessing needs and advising governments.

#### **IV. WORK RELATIONSHIPS**

##### **Internal**

##### **H. Skill**

Written and oral contacts are to arrange for the provision of complex or sensitive policy information which will be used in research studies, for assessing and evaluating field projects, for suggesting appropriate improvements in consultant reports and, less frequently, for planning field missions. Technical information and guidance is received and given and results of project analysis and economic research are shared and compared in order to ensure coordinated programme development and implementation.

##### **V. Importance**

Contacts are with counterparts and supervisors of related units within the organization. Both written and oral contacts are involved in communicating with consultants or field staff.

##### **External**

##### **H. Skill**

Written and oral contacts are primarily to arrange for the acquisition of economic information for use in research, in provision of policy or technical advice, or in evaluation of projects. Contacts involve the coordination of analytic work, the formulation and negotiation of projects or the negotiation of financial support for field projects.

##### **V. Importance**

Contacts are with counterparts and senior officials within other United Nations organizations having related programmes and with officials of banks, governments, non-governmental and intergovernmental organizations, research institutes and academia.

#### **V. SUPERVISORY RESPONSIBILITY**

##### **H. Responsibility for support staff**

Work at this level does not normally involve the full-time supervision of staff, although secretarial and clerical support may be provided.

**V. Responsibility for Professional staff**

Typically, secretarial and clerical support is shared with other professional staff; however, some staff at this level are responsible for the supervision of up to five support staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions at this level are made on the research or analytical strategies to be followed in resolving problems of concern in the substantive area of the assignment. Established methods and procedures are adapted as necessary in order to achieve desired results. Proposals at this level are made on the present and future work activities of the organizational subdivision, such as studies and projects to be undertaken, and the substance of reports and recommendations to intergovernmental bodies, governments or non-governmental organizations.

**V. Consequences of errors**

Errors at this level would result in the development of unrealistic policy alternatives or project plans. Such errors would result in damage to the organization's programme in terms of time and money required to reorient and redo the work, and in terms of low-quality economic research or advice on which programme decisions are based.

## P-5 GRADE LEVEL

### *A. Description of typical duties*

Work at this level is characterized by direct supervisory responsibility for the work activities of several professional and support staff of an economics unit dealing with an identifiable programme or major project or by the provision of expert and authoritative technical advice on economic resources, policies or programmes by:

- Providing leadership and coordinating and supervising the activities of the professional staff, advisory or research unit dealing with an economics programme, guiding and evaluating their work, setting priorities and establishing work deadlines, standards and targets in accordance with the stated overall goals and objectives of the organizational unit.
- Contributing to the planning and management of the work activities of a larger organizational unit and representing its position and views at wider organizational administrative meetings.
- Advising member nations and intergovernmental or non-governmental bodies on economic planning and development activities, policies and strategies and analysing, evaluating and negotiating project and funding proposals.
- Preparing expert studies, papers or reports on the problems, policy considerations and strategies of an economic programme of the organization.
- Organizing and leading field missions or serving as member of mission or team to represent the economics input.
- Planning and organizing workshops and seminars to meet economic advisory requirements of member nations and other governmental or non-governmental entities, representing the organization and explaining its economic policies or programmes at intergovernmental, interagency or expert group meetings of a technical nature.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics or business administration, or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses. Work at this level also requires knowledge of principles of staff supervision and project management as related to the coordinated study of economic questions.

#### **V. Practical experience required**

Incumbents at this level require experience in the application of economics knowledge to problems of national, regional and international economic development, as well as significant experience relevant to the organizational and programme context in which technical economics functions are performed at this level. This experience is gained through seven to ten years' work at the national level and four to five years' work at the international level.

#### **D. Language knowledge**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

### **II. DIFFICULTY OF WORK**

#### **V. Individual contributions**

Assignments require the provision of authoritative professional expertise and technical leadership in planning, integrating and coordinating the work of a group of professionals engaged in adapting economic theories and methodologies to the analysis of technical and policy problems in the field of economics or in advising international organizations or national authorities on economic matters. Economists at this level define, propose and

develop significant new economic programmes or policies for the organization and represent the position of their organizational unit in intergovernmental or intergovernmental contexts. Creativity is required in the adaptation and development of economic research methods to new international contexts and in devising policy solutions and compromises to difficult economic problems arising from significant differences of interest among Member States.

#### **H. Complexity of assigned work**

Work at this level involves the application of the principles of the discipline to the analysis of macro- or micro-economic problems of substantial complexity and of critical concern to the Organization. In particular, analytical and advisory work at this level requires in-depth identification and consideration of non-economic variables relevant to the examination and discussion of economic problems and policies, Work at this level requires the consideration of non-quantitative, as well as quantitative, factors in the solution of methodological problems or in the formulation of policy proposals and project approvals.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

Past practices, precedents and project manuals provide only limited guidance to incumbents at this level. Broad policy guidance is available in the form of resolutions adopted by the legislative bodies and in the terms of reference of approved work programmes. Incumbents at this level are required to interpret existing guidelines and create new policy guidelines and methods of economic analysis for the solution of new problems, to formulate economic policy proposals, to justify the rationale for approval of precedent-setting projects or the adoption or revision of economic policies. Incumbents at this level make authoritative judgements on the technical appropriateness of new economic analysis methodologies and on the application of precedents in the project approval process, and establish guidelines for the work of staff under their supervision.

#### **V. Supervisory controls**

The general objectives of the work of supervisors of economics units are normally established by supervisors at the next higher level. Within these objectives, incumbents have a high degree of professional independence in planning research and resolving technical questions. The general work results and performance of incumbents with supervisory responsibilities are evaluated by the supervisor in terms of the quality of work produced by the unit and the attainment of economic advisory or research objectives previously determined for the work unit. In non-supervisory roles, incumbents at this level formulate the approach to be followed in their own analytical work and identify the full range of

technical considerations to be covered and methodology to be employed in the economic analysis within the bounds of stated objectives. Their supervisor specifies substantive, time and budgetary constraints and indicates the work programme and the policy framework within which the technical work is to be conducted. The final product is reviewed by supervisor or mission debriefing and review committee for attainment of objectives and conformity with organizational policy and to determine the degree of acceptance of advice or research conclusions.

#### **IV. WORK RELATIONSHIPS**

##### **Internal**

##### **H. Skill**

The work relationships of staff at this level involve the provision of authoritative technical advice and the negotiation and resolution of problems which arise in mission planning, technical project appraisal or the preparation of studies and reports. Since staff at this level are the organizations' senior technical experts in their fields of specialization, they exercise a wide professional latitude in contacts in their fields. They provide professional leadership and methodological guidance and coordinate and evaluate the work of assigned professional staff.

##### **V. Importance**

Incumbents at this level have extensive contacts throughout the organization at all levels outside the functional area and with units outside the duty station.

##### **External**

##### **H. Skill**

The work relationship of the staff at this level includes discussion and negotiation of programme or administrative issues and of collaboration in research and technical activities. The contacts also involve negotiations concerning project content. In servicing intergovernmental bodies, expert groups and other meetings, staff at this level provide technical expertise and supply recommendations for policy formulations and official conclusions in a consultative and advisory capacity; incumbents provide authoritative advice, including information regarding the organization's policies, and act as the representative of the organization. Contacts are maintained to identify and evaluate emerging developments.

## V. Importance

The incumbents in posts at this level contact professional staff in other United Nations organizations, officials of member governments, national institutes, non-governmental organizations, universities, as well as members of delegations of Member States and representatives of national and international organizations.

## V. SUPERVISORY RESPONSIBILITY

### H. Responsibility for support staff

Managerial positions at this level supervise subordinate staff in both the Professional and General Service categories. In addition, supervisory responsibility will normally encompass the work of more than two General Service staff.

### V. Responsibility for Professional Staff

The typical supervisory responsibility is for four to eight Professional staff comprising an organizational unit.

Some expert advisory posts at this level have no supervisory responsibility.

## VI. IMPACT OF WORK

### H. Effect on work

Decisions at this level affect the scope, structure and content of studies and documents, the rationale of projects and the relevance and validity of analytical conclusions. In the supervisory role they involve the organization and direction of the work within the unit and the review and validity of products provided by the staff. When representing the organization at meetings, negotiations, consultations or on missions, decisions are made on positions to be taken and on the type of recommendations and advice to be offered. Proposals, based on economic analysis, consist of recommendations for changes in development policies, on technical aspects of projects and feasibility of projects. Proposals also involve solutions resolving conflicting views in meetings, texts and recommendations, the formulation of alternative strategies and plans for development, agenda for meetings, possible projects for financing and the identification of anticipated needs of countries.

## V. Consequence of errors

Errors would normally cause policy and project decisions and advice to be based on inaccurate economic analysis or an inadequate range of technical and programme considerations which may result in failure of a project or could mislead policy-makers or national governments, which would damage the credibility of the organization and the intended beneficiaries of economic projects or policies.

## D-1 GRADE LEVEL

### *A. Description of typical duties*

Posts at this level are characterized by responsibility for the overall management of a major economic programme or several smaller inter-related economic programmes and related programme and financial resources of the organization and for the direction of a Professional staff through subordinate management or organizational units. While the size of the Professional staff supervised reflects to some degree the complexity of the work activity assigned, work at this level is characterized by regular top-level contacts within the organization, the reliance by senior management and Member States on advice given, by the importance of outside contacts and the cognizance of political issues. Posts at this level are managerial in nature. Incumbents plan, manage and promote the work programme of professional economics staff of the organizational unit in terms of general programme objectives, fiscal constraints and organizational performance by:

- Formulating programme objectives, managing budget and programme resources, planning and evaluating analytical work carried out within the unit in terms of organizational goals, performance and policy issues, establishing approaches to the resolution of current problems.
- Advising policy levels of governments and non-governmental organizations, interpreting the needs expressed by national governments, developing economic advisory approaches and information to assist them in formulating effective project policies and programmes at the national level, initiating and leading major field missions; negotiating and evaluating projects, approving selection of staff, consultants and essential project components.
- Coordinating and integrating the established programme with other programmes of the organization, maintaining liaison with counterparts in other organizations.
- Preparing and revising major documents to be used in a variety of forums.
- Representing the organization at intergovernmental, interagency or expert group meetings.

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*B. Factor rating rationales*

**I. PROFESSIONAL KNOWLEDGE**

**H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics or business administration, or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses. Work at this level also requires knowledge of principles of staff supervision and programme management as related to the coordinated study of economic questions.

**V. Practical experience**

Incumbents at this level require experience in the application of knowledge of economics to problems of international development, as well as significant experience relevant to the specialized technical economic functions supervised at this level. This experience is gained through seven to ten years' work at the national level and 5 to 8 years' work at the international level.

**D. Language knowledge**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

**II. DIFFICULTY OF WORK**

**H. Individual contribution**

Assignments require the exercise of managerial responsibility for an important programme element of the organization's activity either in the fields of economic policy and economic development support or the provision of economic advice to top-level management within the organization or to member countries. Work at this level is concerned with the formulation and development of programme objectives and procedures for their implementation, the direction of their implementation by groups of professional staff and the

coordination of this work with activities in related sectors. Work at this level requires the creation of specific programme linkages with the broad policy objectives of the organization while maintaining policy and organizational flexibility to develop new approaches to deal with highly sensitive economic policy problems.

**V. Complexity of assigned work**

The substantive and administrative guidance of economic programme elements requires the assimilation of the multi-dimensional policy concerns of the organization and their bearing on the assigned subject area. Work at this level requires broad consideration of technically intricate aspects of work in economics performed under the incumbent's supervision and by other organizations, as well as political, social, and cultural factors affecting economic development and economic relationships at the international level.

**III. INDEPENDENCE OF WORK**

**H. Guidelines**

Broad policy guidance is available in the form of resolutions of intergovernmental bodies and orientation from senior management regarding substantive priorities and general policy. Only broad policy guidelines are available for the formulation of new approaches to the solution of economic problems or for the provision of policy-level advice to national authorities.

**V. Supervisory controls**

The general objectives of the work supervised by incumbents at this level are normally established by senior management or intergovernmental bodies. Within these objectives incumbents have a high degree of professional and administrative independence in planning research, in resolving technical questions and in supervising staff. The general work results and performance of supervisory incumbents at this level is evaluated for the attainment of economic, advisory or research objectives.

**IV. WORK RELATIONSHIPS**

**Internal**

**H. Skill**

The work relationships of staff at this level involve commitment of work plans and resources

to the achievement of organizational objectives, the provision of authoritative economic advice, the development and negotiation of programme proposals, budgets and resource allocation, and the coordination of work programmes and projects with those elsewhere within the organization.

**V. Importance**

Contacts are with staff at all levels and duty stations of the organization in the functional and programme areas and related services.

**External**

**H. Skill**

Work relationships of staff at this level involve the presentation of the views of the organization in a variety of outside forums. Incumbents represent the organization by explaining, defending and analysing policy or by providing high-level expertise and authoritative advice. Incumbents conduct negotiations at the national level in order to finalize project or programme plans and to obtain national approval for their implementation, as well as at the interagency level in order to coordinate programmes and thereby to ensure the most effective use of organizational resources and to safeguard the organization's mandate and areas of competence.

**V. Importance**

Contacts are primarily with senior officials and technical experts of governments and other international organizations. Contacts are also maintained with representatives of national governments, experts and officials of research institutes, academic institutions and other non-governmental organizations.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Work at this level involves management and supervisory responsibility.

**V. Responsibility for Professional staff**

The typical supervisory responsibility is for 9 to 20 professional staff and for 2 to 10 support staff.



## **VI. IMPACT OF WORK**

### **H. Effect on work**

Decisions at this level are made on the overall objectives and priorities of the major economic programme of several smaller interrelated economic programmes, on the development of policy guidelines and on the identification and evaluation of major issues and problems, ensuring that these are adequately dealt with by the organization. These decisions normally have to be made in the absence of defined policy guidelines and in the light of political considerations and the limitations of staff resources. Decisions are made on the recruitment of staff, subcontracting of services, engaging of consultants and the substantive content and conclusions of reports. Decisions are made in negotiations with governments and non-governmental entities regarding participation in projects, requests for funds and allocations, and in a research context to adapt programmes to changing situations and policies. Proposals at this level relate to the programme of work and budget, programmes and projects to be undertaken or phased out and the development of policy proposals dealing with economic issues.

### **V. Consequence of errors**

Error at this level would result in failure to meet the objectives of the programme, loss or ineffectual use of resources and poor quality of work output and could result in embarrassing the organization. Inaccurate advice to national governments could cause damage to the organization's commitments to constituents and result in the failure to achieve targets for economic development.

## D-2 GRADE LEVEL

### *A. Description of typical duties*

Work at this level is characterized by responsibility for the management of varied and complementary multiple programme elements which constitute a vital area or broad segment of the organization's work. Posts at the D-2 level characteristically manage several programme elements clearly distinguishable from one another in terms of programme goals or objectives and each supported by separate organizational units subject to subordinate supervision. Posts at this level are identified by continuity of top-level contacts, breadth of activities, including a substantial amount of representational activity of a policy nature on behalf of the whole organization, and participation in the formulation and approval of the organization's overall programme of work and budget. Predominant roles at this level are:

- Planning, developing and supervising a major research and policy analysis programme relevant to the concerns of the organization at the global level.
- Initiating the establishment of important policy concerning international economic relations and involving high-level negotiations among member countries.
- Planning, developing and coordinating the economic policies and priorities of the organization.
- Planning and managing the servicing of intergovernmental bodies.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to understand and apply the principles and concepts of economics. Such knowledge is customarily acquired through advanced university studies in the fields of economics or business administration or through advanced university education in a relevant specialty, such as sociology, agriculture, engineering, operations research, statistics, international relations or labour relations, with substantial emphasis on economics, or through additional specialized training courses. Work at this level also requires knowledge of principles of supervision, organizational management and the organization's policy process as related to the creation of economic policy.

#### **V. Practical experience**

The performance of duties at this level requires extensive and varied experience in the policy and technical aspects of the application of economic knowledge to the management of international economic development or research programmes. Such experience is gained through a minimum of 10 years' work at the national level and 8 to 10 years' work at the international level.

#### **D. Language knowledge**

Proficiency is required in one of the working languages of the organization; some posts also require proficiency in one or more additional languages for communicating with and advising representatives of national governments and other agencies, and for the on-site study of national and regional economic conditions.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Work at this level requires the planning and direction of important research or action programmes, the provision of professional leadership to subordinate managers and professional staff, the coordination of broad and diverse areas of economics work with related activities in other organizations and agencies, and a substantial amount of representational activity on behalf of the organization as a whole.

#### V. Complexity of assigned work

Work at this level is continuously affected by the complex and multidimensional policy concerns of the organization, against the background of which the incumbent guides the diverse substantive activities of the organizational components of the unit supervised.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

Broad policy guidance is available in the form of resolutions of intergovernmental bodies and orientation from senior management regarding substantive priorities, broad political considerations and general policy. Incumbents at this level establish guidelines in the form of the approving of programme elements and the work programmes of subordinate units. Only broad policy guidelines are available for the formulation of approaches to the solution of economic problems or for the provision of policy level advice to national governments.

#### V. Supervisory controls

Incumbents at this level determine the objectives and work programme of the organizational units supervised and advise senior management of the results to be expected. Incumbents carry full responsibility for policy proposals and supporting documentation submitted to intergovernmental bodies, as well as for project approvals. Staff at this level lead, motivate and coordinate staff of subordinate units and are subject to only general review by senior management.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Work relationships involve negotiating and deciding on organizational responsibilities for policy and programme planning and programme execution and the harmonizing of analysis and assessment of impact of economic trends and prospects. As managers, incumbents also review the work of several organizational subdivisions in terms of the quality of the technical product and its political impact or consequences. They are expected to assume authoritative technical leadership in the field and to provide authoritative technical and managerial advice on economic and programme matters of critical importance to the

organization.

**V. Importance**

Work relationships of incumbents at this level are with the senior managers of other functional areas within the organization, including senior field staff and senior technical staff.

**External**

**H. Skill**

Staff at this level represent the senior managerial level of the organization. Their contacts are frequently of an official representational nature and include representation of the organization in policy negotiations and programme promotion or clarification, and committing the organization on matters of project and programme funding development. Incumbents at this level also promote substantive programmes to specialized intergovernmental bodies and other forums. Representation at this level also involves leading high-level consultative and authoritative advisory activities and establishing economic policy guidelines for the pursuit of programme objectives.

**V. Importance**

The incumbents of posts at this level have frequent contact with representatives of other organizations and governmental bodies, including officials of national ministries, members of delegations, and representatives of other international organizations at the senior level.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

The supervisory responsibility is for between 20 and 60 support staff.

**V. Responsibility for Professional staff**

Work at this level involves management and supervisory responsibilities. The typical supervisory responsibility is for more than 20 Professional staff, the mean being between 21 and 45 Professional staff.

## VI. IMPACT OF WORK

### H. Effect on work

Decisions at this level are made on the future content of the programme of work and budget and a broad range of future economic activities of the organization. The decisions also effect changes in assignments and priorities within the subdivision, affect the allocation of financial and staff resources and the standard of work. The decisions are made on the content of major programme elements, on the development, funding, execution or modification of projects. Decisions made at this level, as reflected in documents and reports, will have an impact on government policies and diverse economic interests in Member States. Proposals are related to the programme of work and budget and affect the allocation of resources within the organization and the delivery of technical programmes based on economic advice and objectives. Proposals also include the setting of policies to be followed for the planning, funding and implementation of projects.

### V. Consequence of errors

Error at this level would result in failure to meet the objectives of the programme, loss or ineffectual use of resources and poor quality of work output and could result in embarrassing the organization. Inaccurate advice to national governments could cause damage to the organization's commitments to constituents and result in the failure to achieve targets for economic development.

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