

**TIER II STANDARD FOR HUMAN RESOURCES  
MANAGEMENT SPECIALISTS**

**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: **Human resources management (HRM)**. 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. This standard which replaces an earlier version entitled "Personnel management specialists" (promulgated in 1981), was developed in consultation with the representatives of the organizations taking into account existing organizational structures and jobs within the United Nations common system. Working groups of the CCAQ Sub-Committee on Job Classification led by the ICSC secretariat were convened in New York and Geneva during the autumn 1995 to revise the standard. The groups were composed of job classification specialists from the United Nations, UNICEF, UNDP, ILO, FAO, WHO and ITU. The revised standard was reviewed and endorsed by CCAQ at its eighty-fifth session (July 1996). The primary objectives of this revision were to replace the prior categorization of organizations based on their size by qualitative and quantitative indicators and to update the description of duties. The field of work was renamed Human resources management in order to emphasize the proactive role and contribution of such specialists in the global management process of the organizations and the ongoing interrelationships existing between the "personnel aspects" of an organization and the realization of its mission and programme objectives, and thus strengthen the strategic approach to the management of human resources. As for all other Tier II standards, the title used to define the field of work should not be viewed as prescriptive.

3. The standard was promulgated by the Chairman of the International Civil Service Commission by delegated authority of the Commission on 30 July 1996.

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## I - DEFINITION OF COVERAGE

4. This section serves to confirm the appropriate allocation of the job to the occupational category, field of work and occupation. The coverage of the standard is defined by reference to (a) the Common Classification of Occupational Groups (CCOG) narrative description of all occupations related to the field of work; (b) a listing or description of occupations specifically excluded from the standard; (c) further clarification of the distinctions between Professional and General Service work in the field of work; and (d) technical, organizational or other issues which are specific to the field of work.

### *A. Inclusions - CCOG definitions*

5. The HRM field of work focuses on the planning, execution and control of human resources management programmes including the provision of leadership and advice to line management, the exercise of specialized skills and the development and implementation of HRM policies and standards. The occupations are: benefits administration, human resources planning, job classification, personnel entitlements, recruitment, compensation administration, training and development and staff relations. Jobs included in this field of work are those which administer HRM programmes or parts thereof. They cover specialist positions in one of the above-mentioned occupations and generalist positions carrying out duties in two or more of the occupations. Some jobs may also perform, as a secondary function, duties found in other related fields of work. For example, personnel entitlements specialists also carrying out counsellor duties or HR planners who may perform tasks undertaken by management analysts.

#### **1.A.06. Human resources management specialists**

Perform human resources functions relating to organizational development, staff recruitment, placement, human resources planning, promotion, staff training and management development, job classification, compensation and benefits, staff relations, performance management and other areas of human resources management; ascertain staffing requirements, carry out job analysis and evaluation; formulate and interpret HR policy; arrange transfers of staff, advertise vacancies, interview and test applicants, select most suitable candidates and settle terms of employment or submit proposals to employing organization; plan for the provision and allocation of human resources to meet the Organization's objectives; organize and administer staff consultation and grievance procedures; negotiate settlement of appeals and complaints; conduct salary surveys and construct salary scales; plan and administer career development schemes; provide advice and counselling to staff members; plan and organize staff services, such as pension schemes and other welfare provisions; identify and define requirements of human resources information systems, and managing employee assistance programmes.

**1.A.06.a. Benefits specialists**

Plan and direct development, implementation and administration of benefits or social security schemes, such as pensions, health insurance and workers' compensation, designed to insure employees against loss of income due to injury, illness, unemployment or retirement and in case of death, provide compensation to family beneficiaries; analyse benefit policies, coverage of schemes, data concerning practices among similar organizations and modify aspects of existing benefit schemes; or negotiate modifications with private contractors; develop and disseminate information in written and verbal form to inform and advise employees of eligibility for benefit programmes;

**1.A.06.b. Human resources planning specialists**

Develop and administer programmes concerned with planning the human resources needs of the Organization; plan and administer organizational development programmes compatible with available human resources; develop communication programmes to promote HRM role, objectives, practices and procedures; identify career paths and opportunities for particular occupational categories employed; develop, implement and administer performance appraisal programmes; determine in consultation with management and staff members development needs of individual staff members and advise management and staff members on career prospects, problems and strategies; assist management in the development of career plans for staff members, including lateral transfers, planned work experience, training and staff exchange programmes; analyse career progression patterns and identify factors inhibiting career mobility and ability of an organization to attract and retain staff; identify and develop schemes ensuring appropriate rewards for high performance and sanctions for poor performance; prepare reports to management on career development needs of organization and recommend modification of existing, or development of new policies or programmes; coordinate the development of organizational (core) competencies; and identify, analyse and monitor, on a continuing basis, the recruitment needs of the organization and recommend adoption of recruitment targets for particular categories of staff.

**1.A.06.c. Job classification specialists**

Plan, implement, administer and monitor classification programmes and related systems for classifying positions according to the nature of work performed and the value of that work to the Organization, including providing advice to management and staff on all job classification matters; develop job evaluation and organizational structure criteria; provide assistance to management in the design of organizational structures that support the fulfilment of the Organization's mandate within existing constraints; identify and analyse the nature of duties performed and the level of responsibilities assumed in individual positions by examining the organizational structure and post descriptions, interviewing incumbents, supervisors and others and reviewing examples of work, organization charts, relevant publications and other sources of information; assess, according to established job classification criteria or guidelines, the value of work performed in individual positions relative to other positions and determine the appropriate title, category, occupational group

and grade level of positions; prepare job classification aids, such as guidelines for completing job descriptions and job specifications, and generic or benchmark job descriptions.

**1.A.06.d. Personnel entitlements specialists**

Interpret, explain and administer conditions of service, staff regulations and rules, as well as appeal and grievance procedures; determine eligibility to entitlements and approve or reject applications from staff on conditions of service matters such as leave, travel, removal and allowances; provide advice, guidance and information to management and staff on the application and implementation of HR policies, procedures, regulations and rules concerning conditions of service, the conduct and discipline of staff and staff grievance and appeal mechanisms; assess and evaluate existing conditions of service and entitlements and prepare reports and recommendations to management concerning the evaluation of conditions of service and the resolution of issues that may involve consultation with staff.

**1.A.06.e. Recruitment specialists**

Plan and implement recruitment strategies and programmes to assist management in meeting programme goals of the Organization and ensuring the timely and efficient filling of current and upcoming vacancies; assess the effectiveness of the recruitment programmes; keep abreast of new selection techniques and processes and develop, in cooperation with other HR specialists, occupational competencies and other recruitment criteria; plan and conduct internal and external redeployment programmes; maintain contact with prime recruitment sources and develop contacts with new sources; define the need for and utilization of computerized applicants' rosters; conduct advertising and prospecting programmes for job applicants using a variety of computerized databases and telecommunications means; develop information and publicity material on vacancies in the Organization; assess applicants' suitability for selection, employment or internship programmes; plan, conduct and evaluate interviews and tests used in the selection process; record information on candidates, including educational qualifications, previous employment history and results of interviews; notify candidates of the results of the selection process; supply information to applicants concerning the nature of job vacancies, duties, responsibilities and working conditions, including the remuneration package and career opportunities; prepare job offers and negotiate the details of contracts.

**1.A.06.f.** Compensation administration specialists

Develop, implement, administer and evaluate systems of salaries and allowances applicable to particular staff categories and positions within the Organization: administer the Organization's policies and regulations concerning the payment of salaries and allowances; conduct surveys of prevailing salaries and allowances paid and conditions provided by employers in the local market and develop, recommend and negotiate competitive rates of salaries and allowances based on analyses of survey results, the Organization's established salary policies and the principles of salary administration; conduct reviews of supporting principles, policies and practices prevailing in organizations regarding determination of salaries and allowances; and contribute to the development of improved compensation policies and practices.

**1.A.06.g.** Staff training and development specialists

Evaluate and assess the specific training needs of the Organization in consultation with management and staff; plan, develop and implement training programmes to meet identified needs, both individual and institutional, including formal training courses, group workshops, orientation and on-the-job training; identify in-house resources via skills inventories for staff training programmes; evaluate suitability of external courses; manage sabbatical/external assistance schemes; evaluate and compare cost of possible alternative actions to training, such as enhanced job design, redeployment, recruitment, etc.; evaluate cost-effectiveness of training by linking training costs to perceived benefits; prepare staff development programmes in light of Organization HR plan; develop and conduct courses related to general and human resources management needs; prepare course outlines and other material for training courses, select and brief course instructors and manage the running of courses; prepare and supervise preparation of training aids, such as audio-visual materials, reference documents and training handbooks; evaluate and recommend the purchasing of training equipment and supplies; evaluate, using pre-determined indicators, the results of individual training components and total training programme on an on-going basis; provide advice to management on training needs and problems; keep abreast of new developments and trends in the field.

**1.A.06.h.** Staff relations specialists

Perform activities designed to promote and maintain harmonious relations between staff and management, which will contribute positively to the work climate and enhance staff motivation, morale and productivity in the Organization; advise or represent management in matters involving the recognition of and formal consultation or negotiation with, staff associations or in carrying out agreements with such associations on all issues related to staff welfare and the conditions of work, including staff services, conduct, rights, grievances and appeals; organize and administer staff consultative, grievance and appeal procedures; inform and counsel staff in respect of responsibilities, rights and difficulties associated with work and entitlements and negotiate settlements of appeals and complaints.

### *B. Exclusions*

6. This standard does not cover the following jobs or occupations:
- (a) those which provide internal management services covering one or more fields of work in addition to human resources management (1.A.12.);
  - (b) those for which the primary responsibility is the provision of general legal advice and services to the Organization, including legal advice on the rights, privileges and immunities of staff; the interpretation and drafting of amendments to the Organization's staff regulations and rules; representation of the Organization in judicial proceedings (1.G.01.);
  - (c) those for which the primary responsibility is the planning, design, implementation or administration of fellowship training programmes related to general development objectives (1.F.11);
  - (d) those which are primarily responsible for basic and applied research in the development of scientific methods and written examinations serving to measure and evaluate experience, employment references or job achievement (1.H.03.a.);
  - (e) those which are primarily responsible for the development and maintenance of computerized personnel information systems where knowledge of computer information systems is the primary requirement (1.A.05);
  - (f) those which are primarily responsible for providing staff counselling/social welfare services designed to assist in the prevention, identification and resolution of social and personal problems that may adversely affect staff members' job performance (1.L.04).
  - (g) those which are primarily responsible for performing studies of organizational units to ascertain and improve their effectiveness and efficiency (1.A.02).

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*C. Guidelines for distinguishing between Professional and General Service work*

7. The general definitions of categories provided by the CCOG (1.A.06 and 2.A.06.) and the additional guidelines contained in this section assist classifiers in categorizing posts within the field of work. Further clarifications are deemed to be required as some operations performed by HRM assistants at senior levels may be perceived to resemble those assigned to Professional staff, for example, briefing of new recruits and staff, recommending grades of posts, determining eligibility to entitlements, screening applications and interviewing candidates and/or providing training.

8. Professional level work in the HRM field involves the analysis, conceptualization, interpretation, planning, implementation and evaluation of HRM programmes designed to promote and support the objectives of the Organization as well as the development of specialized techniques, guidelines and policies. General Service work, on the other hand, involves the application and interpretation of existing HRM policies, procedures and precedents in order to assist and support the objectives of the HRM programme including the preparation of supporting documentation and the provision of advice requiring in-depth practical knowledge of a specific subject area.

9. The following guidelines, while not exhaustive, provide further clarification of the distinction between Professional and General Service work.

**1.A.06.** Human resources management specialists (Professional) work requires:

(a) analysing and evaluating systems or schemes (such as health, pension, entitlements, allowances), and/or standards (such as recruitment or job classification) and reviewing their continued relevance and effectiveness in meeting the evolving needs of the Organization;

(b) examining fundamental and sometimes concurrent causes of problems or constraints and proposing solutions to these on the basis of multiple considerations such as the impact of alternative solutions on other HRM processes and implications for other areas of management and/or substantive programmes.

(c) solving cases which are atypical or unprecedented, involving new interpretations of HRM policies and practices, or entailing the examination/consideration of a variety of policy, technical and administrative factors.

(d) evaluating existing HRM policies and programmes as well as conceptualizing new or modified ones in order to meet the larger objectives of the Organization.

(e) monitoring and evaluating developments and trends in the field of work in the private and public sectors to assess their relevance to the Organization's activities and determine how these might be adapted to meet the HRM needs of the Organization.

**2.A.06.** Human resources management assistants (General Service) work requires:

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- (a) analysing and evaluating individual cases, within the framework of defined rules, regulations, practices and/or precedents;
  - (b) researching and summarizing facts and precedents related to non-routine cases and on the basis of this research recommending possible courses of action;
  - (c) utilizing in-depth knowledge of rules, regulations, practices and procedures of the Organization and the practical application of these to specific areas of HRM.

#### ***D. Issues in the field of work***

10. The P-1 grade level is not used as a substantive level by common system organizations. In the few cases where incumbents at this level are found, it is a question of "underfilling" (i.e. recruitment at a grade lower than that of the post because the incumbent does not possess all qualifications or does not perform the full range of duties) or in the context of training programmes such as Young Professionals programmes. Consequently, the P-1 grade is retained strictly as a developmental or trainee grade level.

11. The primary objectives of HRM (to attract, retain and motivate competent staff) are shared by all organizations of the common system. Consequently, it is normal to find that similar functions are performed in different organizations. The relative level of complexity of these functions, however, varies from one organization to the next on the basis of quantitative and qualitative indicators which impact on the grade levels of jobs. The indicators serving as a basis for the distinctions in grade levels are:

- (a) Type of organizational structure: organizations may be geographically/administratively centralized or decentralized. The number of geographic locations served ranges from a large number of established offices (regional, area, country) and project locations outside headquarters to organizations consisting of established headquarters in one duty station only.
- (b) The diversity, scope and stability of the organizations' work programmes may contribute to the importance given to the HRM programme within the Organization. Work programmes vary due to factors such as new and unforeseen mandates, fluctuations in funding sources, management and participation in development, humanitarian or emergency operations, or competition with other private and public sector organizations.
- (c) Composition of the workforce: Different categories or groups of staff often have different conditions of work and sometimes different staff rules and/or regulations. The various categories and groups of staff are: General Service (including Trades and Crafts and Security); Professional and higher categories; National Professional Officers, Field Service personnel, Language teachers, Junior Professional Officers/Associate Experts, Technical cooperation personnel, on-loan personnel and Volunteers. There are also a variety of types of contracts: short-term, fixed-term, permanent, or consultancy.



(d) Level of accountability and delegated authority: the level of delegated authority and accountability may impact on two evaluation factors: independence of work and effect of work. It may be influenced by factors such as the authority to approve, devise and implement new HRM approaches and policies and the supervisory controls exercised over the activities. Other factors may include the degree of autonomy of the organizational entity itself in matters of human resources management.

(e) Scope of the HRM programme managed: human resources management programmes vary from overall/global responsibility for all personnel functions and all staff of the Organization, or they may cover all functions for one broad segment of the Organization, or yet again cover one major function for all staff of the Organization.

(f) Inter-organizational responsibilities: Some organizations carry responsibilities which extend to other organizational entities e.g. authoritative staff rules, issuance of local salary scales; others act as lead agencies on projects of common system significance, still others provide HRM services to a number of agencies.

## II - GRADE LEVEL DESCRIPTIONS AND EVALUATION RATIONALES

### **P-1 GRADE LEVEL**

*Trainee / Developmental level*

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

This grade level corresponds to developmental/trainee positions. Assignments are to provide the experience in the analytical processes of one HRM specialty necessary to perform higher level responsibilities. The nature of the work is similar to that performed at the P-2 grade level, the primary differences being that it is performed under the close supervision and guidance of a more experienced HRM specialist and the subject matter covered is limited both in scope and in depth of treatment. It thus requires little or no prior experience in the field of work. Typical assignments include:

- Interpreting and applying the Organization's HR rules and regulations as well as internal procedures and processes of a specialty, or parts thereof, analysing and evaluating individual cases and recommending to a senior specialist the appropriate course of action.
- Performing research or completing specific parts of projects, including obtaining background and factual information from inside and outside the Organization (recruitment sources or other organizations of the United Nations common system) and organizing and analysing HR and organizational data and statistics using computerized databases.
- Providing explanations to managers and staff on the application of HR rules, regulations and procedures of the Organization. Drafting correspondence for the signature of supervisor.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

Theoretical knowledge equivalent to that obtained at the first university degree level is required to understand and apply the basic principles and concepts applicable to the field of HRM. Such knowledge is customarily acquired through university studies in the field of HRM, industrial relations, public or business administration, commerce, administrative law or the behavioural sciences.

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

As this is a trainee position, little or no practical experience is required.

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

Verbal and written contacts with managers, staff members or external candidates normally requires proficiency in two of the working languages of the Organization.

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

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

The work requires analysis and consideration of a number of factors bearing on the problem assigned, whether concerned with an individual personnel action or a larger study, identification of the important factors, interpretation of their relationship to existing standards or procedures and recommending action to be taken.

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

Assignments are limited in scope to particular aspects or parts of a wider project or are contributory to the work of other HRM specialists. While some tasks require in-depth analysis, the considerations have a limited and clearly identifiable interrelationship within the specialty and an exhaustive treatment is not required.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

The nature and variety of assignments are such that the guidelines available are of a general nature and that standardized procedures are not normally available. The guidelines are normally in the form of instructions from supervisors, advice from colleagues, HRM policies and practices, and staff rules and regulations. They suggest approaches for the accomplishment of assignments but leave scope for the selection of the most appropriate method.

#### V. Supervisory controls

Assignments are normally discussed with the supervisor who is a specialist in the occupation concerned and who determines the approach to be taken and the factors which are most relevant to consider; specific steps to be taken in carrying out the assignment are determined by the incumbent. Should difficulties or unexpected problems be encountered, the supervisor is available to suggest methods for further action. Work is usually reviewed at the end of each phase to ensure that all necessary information has been obtained and analysed in order to avoid errors of omission.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Contacts are primarily to obtain information related to a study being conducted or a case being examined or to explain information requirements.

#### V. Importance

Contacts are usually made with individuals in various parts of the Organization outside the immediate functional area but rarely with persons outside the duty station.

## **External**

### **H. Skill**

Contacts outside the Organization are to give and/or obtain information (e.g., verification of factual information on employment and academic credentials; verify references, obtain information from external training institutions).

### **V. Importance**

Contacts are with counterparts in other organizations or with external candidates. They are limited to routine matters related to the specialty.

## **V. SUPERVISORY RESPONSIBILITY**

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

Most assignments do not involve full-time supervision of staff; however, support staff may be assigned from time to time to assist in gathering information.

### **V. Responsibility for Professional staff**

No supervision of Professional staff.

## **VI. IMPACT OF WORK**

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

Decisions are normally in respect of individual cases and determinations of such matters as personnel entitlements and are based on explicit rules or precedents. If accepted, recommendations on individual recruitment, job classification or benefits cases or on parts of a study project, would affect further processes or services.

### **V. Consequences of errors**

As greater supervisory controls are exercised over trainee positions, errors would mainly relate to work methods or organization of incumbent's projects. As such, these errors would only cause damage to the incumbent and some loss of time to the immediate organizational unit. Proposals, which are carefully reviewed, have a limited effect.

**P-2 GRADE LEVEL**

*A. Description of typical duties*

As part of a group of specialists and reporting to a more senior HRM specialist, provides parts of HRM services within an organization. Typical duties and responsibilities of HRM specialists at this level are related to one or more specialized occupations and include:

- Interpreting and applying the Organization's HR rules and regulations as well as internal procedures and processes of a specialty; analysing, evaluating and approving individual cases and recommending solutions to atypical or unprecedented cases.
- Carrying out research into matters related to conditions of service, salaries, allowances and other policy matters for review by senior HRM specialist or by internal committees or boards (e.g. Appointment and Promotion Board, Selection Committees), including obtaining background and factual information from inside and outside of the Organization (external recruitment sources, other United Nations common system organizations, training institutions) and organizing and analysing HR and organizational data and statistics using computerized databases.
- Providing verbal and written explanations to managers and staff regarding the application of HR rules, regulations and procedures of the Organization.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

Theoretical knowledge equivalent to that obtained at the first university degree level is required to understand and apply the basic principles and concepts applicable to the field of HRM. Such knowledge is customarily acquired through university studies in the fields of personnel management, industrial relations, public or business administration, commerce, administrative law or the behavioural sciences.

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

Application of theoretical knowledge in one or more of the specialized occupations of the HRM field of work for four or five years at the national level OR up to two years at the international level is required to analyse HR problems, apply the principles of HRM to solutions and be able to make sound recommendations to higher level specialists in the field.

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

Verbal and written contacts with managers, staff members or external candidates normally require proficiency in two of the working languages of the Organization.

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

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

The work requires analysis of individual cases and processes. While the type of analysis and decision-making varies among the different HRM specialties, typical examples include: interpreting a body of rules, regulations and precedents to determine eligibility for entitlements or benefits; determining qualification requirements for vacant posts, comparing the qualifications of several candidates with those of the post and recommending the one(s) most suitable; determining the action needed in order to improve staff skills through the identification of individual and organizational training needs, and recommending the most appropriate methods of training to meet these needs or analysing work to determine the relative worth of jobs.

#### V. Complexity of work assigned

The work is intricate in that it requires consideration of the interrelationship between a particular HRM specialty and other parts of the HRM function and between the overall HRM function and other programmes of the Organization to ensure that decisions and recommendations are consonant with these. The scope and depth of treatment of the subject matter varies depending on the degree of specialization of the functions carried out. In generalist positions (covering more than one specialized occupation), a relatively broad range of subject matter is dealt with; however, the depth of treatment is limited to dealing with issues which are within the scope of existing policies and guidelines. In specialist positions, on the other hand, the subject matter is limited in scope to the specialized occupation; decisions and recommendations, however, require a detailed study of the consequences on existing policy, groups of staff or programme needs.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

The nature and variety of assignments are such that the guidelines available are of a general nature and that standardized procedures are not normally available. The guidelines are normally in the form of instructions from supervisors, advice from colleagues, HR policies and practices, and staff rules and regulations. They suggest approaches for the accomplishment of assignments but leave scope for the selection of the most appropriate method.

#### V. Supervisory controls

For repetitive assignments, the work is performed in accordance with general instructions; however, when new or different assignments are made, the type of problems that can be anticipated and the constraints (time, resources, cost) that must be considered are outlined by the supervisor. A higher level specialist is available to discuss complications or unforeseen conditions and to suggest methods of overcoming them. Work is usually reviewed at the completion of each major phase (e.g., a decision on eligibility for an entitlement or a benefit, the recommendation of a candidate for selection or the grade level of a post, the outline of a training course, etc.). Decisions or proposals are usually evaluated for soundness and conformity with objectives or programmes; however, a review of the basic facts entering into the decisions or recommendations is not normally made.



#### IV. WORK RELATIONSHIPS

##### Internal

##### H. Skill

Written and verbal contacts are primarily to give information regarding decisions on specific cases or to explain why an action has been taken or to obtain information needed to take a decision or to complete a study. Obtaining the assistance or cooperation of persons outside the immediate functional area is normally in relation to routine matters.

##### V. Importance

Contacts are normally with staff members and their supervisors throughout the Organization at the duty station but rarely require other than routine contacts outside the duty station.

##### External

##### H. Skill

Written and verbal contacts outside the Organization are primarily to give or obtain information (e.g., to obtain information on the employment history of applicants, to verify academic credentials, to obtain information on a training course or to furnish information on similar matters).

##### V. Importance

Contacts outside the Organization are predominantly with candidates for employment, with previous employers of candidates, with institutions providing education or training or with counterparts in other organizations at the duty station and are limited to routine matters within a specialized occupation.

## V. SUPERVISORY RESPONSIBILITY

### H. Responsibility for support staff

Generally, work at this level does not involve full-time supervision, although support staff may be assigned to assist the incumbent. Some positions, primarily those responsible for determining benefits or entitlements for a large number of individuals, may supervise a small group (2 to 10) of support staff, in which case the rating of 23-U (20 points) would apply.

### V. Responsibility for Professional staff

Does not involve direct supervision of Professional staff.

## VI. IMPACT OF WORK

### H. Effect on work

In some specialties, decisions are taken on individual cases (e.g., eligibility of a staff member for a benefit or entitlement, arranging participation in an external training course), and proposals are made on the action most appropriate for the Organization in areas affecting more important entitlements (e.g., contractual status, long-term benefits, etc.) or those that might create precedents for a significant number of staff. In other specialties, the recommendations made (e.g. development of a specific training course, classification of posts, use of a new recruitment source), would have, if accepted, an effect on further processes or services and decisions concern the most appropriate techniques to apply in such cases.

### V. Consequences of errors

Errors in either decisions or in proposals would create additional work to correct, cause general embarrassment to the HRM function and create dissatisfaction among individual staff members.

**P-3 GRADE LEVEL**

*A. Description of typical duties*

Human resources management specialists at this level perform the full range of human resource activities within a defined specialty. Typical duties and responsibilities include:

- Interpreting and applying HR policies, rules and regulations as well as standards and techniques related to the specialty. Within delegated authority making determinations which include the creation of precedents and, with respect to highly sensitive/political cases, recommending solutions which are considered technically accurate and, thus, are not reviewed on technical grounds by higher authority.
- Identifying needs for new or modified HR resource policies, practices and reviews and initiating or proposing action as required.
- Analysing and evaluating requests from managers and staff taking into account the needs, policies and practices of the Organization.
- Providing advisory services to managers and staff in the area of specialization. Explaining the scope and ramifications of the specialty's programme and activities. Promoting and understanding of its purpose and of its functioning by developing training courses and conducting briefing sessions.
- Supervising a small group of support staff may be required of some positions.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

Theoretical knowledge equivalent to that obtained at the first university degree level is required to understand and apply the basic principles and concepts applicable to the field of personnel management. Such knowledge is customarily acquired through university studies in the fields of HRM, industrial relations, public or business administration, commerce, administrative law or the behavioural sciences.

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

The degree of specialization and knowledge required is at least three to five years' experience within an international organization or alternatively a minimum of seven to eight years' experience gained at the national level. Given the need to perform duties covering a wide range of activities within a HRM function, such experience normally involves progressively wider and more responsible assignments in the HRM field.

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

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff and managers throughout the Organization and with a range of contacts outside the Organization.

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

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

The work requires the identification of the need for changes to HR policies, as well as the interpretation and application of these policies, rules and regulations, the analysis of proposals and requests received from managers and staff and the making of recommendations or taking of actions pertaining to such requests or proposals. Such actions would include the resolution of a range of staff entitlement and benefit matters, the recruitment of staff to atypical positions within the Organization requiring the use of new recruitment services, revisions to procedures for the review of grades of jobs or the design of specific training programmes to meet new staff development needs.

#### V. Complexity of work assigned

Work assignments require careful and comprehensive study and identification of the Organization's and staff member's needs and the analysis of policies, precedents, rules, regulations, standards and professional techniques and their applicability to individual work assignments in order to determine appropriate solutions. Generalists HRM positions cover a range of HRM specialties and would normally have access to advice from specialists in the individual specialties (broad in scope but restricted depth of treatment of subject matter). Specialist positions, on the other hand, are more restricted in scope but require more in-depth analysis in order to solve problems with limited support.

### III. INDEPENDENCE OF WORK

#### H. Application of guidelines

Policies, guidelines, precedents and procedures in the form of staff rules and regulations, decisions of administrative tribunals, job classification and training standards and resolutions of legislative bodies are normally available for interpretation and guidance and are applicable to the work performed at this level. Nevertheless, occasional and limited adaptation is required in the recruitment and selection of staff for unusual and non-recurring job vacancies or in the classification of atypical or unique positions or in the determination of unusual non-standardized staff allowances and entitlements.

#### V. Supervisory control

The purpose and desired results of the work are normally indicated through existing directives while difficult cases may be discussed beforehand with the supervisor to ensure that all relevant facts and considerations are taken into account. Work in progress is discussed with the supervisor to obtain support in the resolution of unexpected problems such as the application of policies or regulations to difficult or unusual cases involving problems of interpretation, seldom used precedents, political interference or undue pressures from line management or the staff union.

#### IV. WORK RELATIONSHIPS

##### **Internal**

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

The work requires incumbents to explain, clarify and win support for HRM decisions taken or policy or procedural changes planned. These contacts are with supervisors, staff members and staff union representatives and may cover such matters as the determination of non-routine or difficult staff entitlement cases, new types of selection or recruitment activities, explaining results of job classification reviews, presenting position of the Administration in appeals and review boards.

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

Work contacts are with supervisors and individual staff members located both throughout the Organization predominantly within the duty station for the purpose of discussing eligibility for entitlements, determining duties of a post, identifying training course requirements or determining internal candidate qualifications and job specifications.

##### **External**

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

Incumbents of positions at this level are normally required to obtain information from, and exchange views with, a range of outside sources dealing with such matters as local salary surveys, recruitment of staff and the status of local employees, with medical authorities concerning staff members' illnesses and with insurance companies on medical claims, rates and settlements.

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

Contacts outside the Organization are with local business organizations and industrial institutes regarding the ongoing sharing of information on salary and compensation surveys, with insurance companies to obtain information on the coverage of plans and on claims, with recruitment sources to seek qualified candidates or with applicants in order to assess their qualifications through personal interviews. Contacts may also be established with the UNJSPFB on a range of pension matters.

## V. SUPERVISORY RESPONSIBILITY

### H. Responsibility for support staff

Positions at this level normally have supervisory responsibility over a small number (2-6) of support staff.

### V. Responsibility for Professional staff

Supervisory responsibility for subordinate Professional staff is not normally a feature of work of this level.

## VI. IMPACT OF WORK

### H. Effect on work

Decisions taken within the limits of the delegated authority involve the application of specialized expertise in making determinations on staff entitlements and technical decisions on the classification of posts and the selection of candidates to fill vacant positions. Proposals made include recommendations on changes to HR policy, practices and rules based upon an identification of new needs or solutions to problems, including such questions as the resolution of difficult or unusual cases in the staff entitlements and benefits field. Such proposals may involve the establishment of precedents or the modification or revision of methods or techniques in recruitment, staff selection, training or job classification.

### V. Consequence of error

The work is not normally reviewed for technical content. Errors in determining staff members' entitlements, proposing or establishing the grade of jobs, or screening or selecting candidates for positions within the Organization can have an adverse effect on the morale of staff and the quality of their performance and would cause some damage to the efficiency of the Organization.

**P-4 GRADE LEVEL**

*Alternative A - Specialists*

*A. Description of typical duties*

As a senior specialist in one or more specialties, the duties and responsibilities include:

- Providing expert advice to the HRM function on the development, implementation and administration of one or more of the specialties.
- Assessing and determining organizational and programme needs for new or modified HR policies or practices taking into account changing circumstances and environment by consulting with managers and staff representatives on proposed HR policies or modifications; conceiving, formulating and testing new approaches, processes or techniques; advocating and explaining these within the Organization; planning, directing and monitoring the introduction of changes.
- Formulating the position of the Organization on HR policies and determining the appropriate application of rules and regulations to highly sensitive or contentious individual cases having implications for other HRM systems and the Organization as a whole.
- Reviewing the work of other Professional and General Service staff for compliance with rules/regulations and for soundness of judgement and conclusions. May also directly supervise a HRM specialized unit and/or functionally monitor the work of outposted staff or HRM generalists.
- Participating in interorganizational meetings or working groups with a view to exchanging information on practices but also negotiating with colleagues the adaptation or adoption of common system practices and enhancing collaboration at the common system level.



## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

Theoretical knowledge equivalent to that obtained from an advanced university degree level is required to understand and apply the principles and concepts applicable to the field of HRM, to design new approaches, processes or techniques, to assess organizational needs and to manage the introduction of changes. Such knowledge is customarily acquired through university studies in the fields of personnel management, industrial relations, public or business administration, commerce, administrative law or the behavioural sciences.

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

Varied and in-depth practical experience (five to six years) in HRM in national government or private enterprise provides the necessary experience to develop and advocate improved approaches to the delivery of personnel services. Additional practical experience (three to five years) in HRM management at the international level (in a governmental department, private enterprise or non-governmental organization with operations international in scope or in an international organization) is required in order to determine organizational and programme needs for new personnel policies and to evaluate the suitability of proposed changes in multicultural organizations.

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

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

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

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

The work requires the development of new and/or modifications of existing policies, practices and techniques. It requires the revision of HRM work performed at lower levels and the taking of corrective and adaptive actions.

#### V. Complexity of work assigned

The work is substantially intricate due to the need to convince management of the utility of improved approaches to the delivery of HRM services, the problems involved in formulating the Organization's position on the application of rules to highly contentious cases, the requirements for satisfying the organizational, programme and HR needs related to the field of work and the difficulty of developing expert advice for the Organization which is recognized and accepted as being fully sound. Detailed analysis of the interrelationships of HR issues with those of programme, political and resource considerations is required. The work is restricted in scope to one of the HR specialties but requires the resolution of all technical problems posed within the specialty.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

Staff rules and regulations, policies, HR manuals, administrative tribunal judgements and organizational practices and precedents provide limited guidance in the development of improved approaches to the delivery of HR services and the formulation of the Organization's position on the application of rules to highly sensitive or contentious individual cases which will create precedents for the Organization and serve as guidelines for others' work.

#### V. Supervisory controls

The purpose and desired results of the work are normally indicated. Approaches arrived at in providing new or improved HR services or in modifying existing methods for delivering HR services are developed with supervisory instructions and guidelines given at an early stage. The implications of new approaches, precedents or modifications of existing approaches are discussed prior to implementation and the supervisory guidance is available if needed. Proposals regarding new policies and procedures, formulation of the Organization position and the expert advice offered are reviewed for soundness of conclusions and judgement. Normally, work at this level is not reviewed for technical accuracy.

#### IV. WORK RELATIONSHIPS

##### **Internal**

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

Incumbents are advisers to the Organization in the development of new or modified policies and practices and in the provision of expert advice within a specialty. Recommendations for solutions to HR problems through discussion with management, staff and other HRM specialists expected. The advice and recommendations provided are normally considered technically accurate and are provided to senior managers inside and outside the HR function.

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

Work contacts are with supervisors and individual staff members located throughout the Organization and with HRM specialists working at the country/regional level for the purpose of discussing eligibility for entitlements, determining the duties of a post, identifying training course requirements or determining candidate qualifications and job specifications.

##### **External**

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

Contacts outside the Organization include: counterparts in other United Nations organizations, in order to negotiate and reach agreement on the transfer of staff between organizations or to exchange information on approaches to similar HR problems, etc.; with outside employers to convince them to participate in surveys of salaries and conditions of service; and inter-agency groups such as CCAQ and ICSC to provide information on the Organization's HR policies and practices and negotiate the adoption of common system practices.

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

Contacts with outside employers and counterparts in other organizations involve exchange of information, persuasion and negotiation. The subject matter covers more important recruitment, salary and HR policy questions and contacts are made at higher levels of authority/responsibility in outside organizations.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Positions at this level normally have supervisory responsibility for two support staff.

**V. Responsibility for Professional staff**

Normally have supervisory responsibility for one or two Professional staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions pertain to operating procedures, methods and general approach for the specialty or organizational unit supervised. Such decisions affect directly the accuracy, reliability and acceptability of the services provided by the specialized unit. Proposals made to higher authority focus on the need for new HR policies and the application of rules and regulations to highly sensitive or contentious cases. The proposals, if accepted, would normally have a direct effect on the operation of HR programmes of the Organization and indirectly on the staff carrying out those programmes for the Organization.

**V. Consequences of errors**

The work is not reviewed for the accuracy of its technical content and thus errors in the technical content of proposals made for changes to HR policies would cause damage to the programmes of the Organization. The effect of inadequate HR decisions and recommendations on staff morale, and operating efficiency would increase expenses due to the need to revise the work and implement revised policies or procedures.

**P-4 GRADE LEVEL**

*Alternative B - Generalists*

*A. Description of typical duties*

Reporting to a senior administrative or programme manager and accountable also to the Head of HRM of the Organization, HRM specialists at this level are responsible for the delivery of a full range of HRM services for a large sector of the Organization (e.g. major field office/regional operations, group of major departments at headquarters). The part of the Organization served is comprised of a number of different work programmes for which the mandate is clearly defined; the activities which normally include projects are carried out in one or more geographical locations; the workforce includes international Professionals, General Service and project staff. Typical duties and responsibilities include:

- Planning, organizing and supervising the work of a HRM unit composed of Professional and General Service staff.
- Planning and implementing recruitment strategies and programmes for local staff, providing support to project and area offices managers in recruitment in various field locations and monitoring the appropriate use of contractors/consultants.
- Reviewing and approving the classification levels of local positions by analysing content of jobs, conducting classification surveys (desk audits) and managing related recourse mechanisms.
- Providing advisory services to managers on organization planning and job design in light of programme and skill requirements and career planning needs and monitoring utilization of staff resources.
- Evaluating and determining training needs in the sector served; planning and implementing training programmes including induction briefings and structured training on new and existing procedures, systems and practices.

- Representing the Organization in consultations with staff representatives, formulating management's position with respect to grievances and appeals.
- Representing the Organization in regional/local inter-agency coordination committees dealing with human resources questions.
- Interpreting and administering conditions of service for all categories of staff; approving and rejecting personnel entitlements.
- Recommending to headquarters the need for new or adapted HR policies and procedures; advocating and explaining to management new policies as well as improved approaches to the delivery of HRM services.
- Coordinating with specialized units the provision of other HRM services.

### *B. Factor rating rationales*

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the first university degree level is required to understand and apply the basic principles and concepts applicable to the field of personnel management. Such knowledge is customarily acquired through university studies in the fields of personnel management, industrial relations, public or business administration, commerce, administrative law or the behavioural sciences.

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

Varied and in-depth practical experience (five to six years) in HRM, in national government or private enterprise provides the necessary experience to develop and advocate improved approaches to the delivery of HR services. Additional practical experience (three to five years) in HRM at the international level (in a governmental department, private enterprise or non-governmental organization with operations international in scope or in an international organization) is required in order to determine organizational and programme needs for new HR policies and to evaluate the suitability of proposed changes.

### **D. Language knowledge**

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

## **II. DIFFICULTY OF WORK**

### **H. Individual contribution**

The work requires the adaptation of existing policies or the taking of corrective actions to secure appropriate HR services for the group of staff serviced. This would normally require the revision of HRM work performed at lower Professional levels.

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

The work is substantially intricate due to the need to convince management of the utility of improved approaches to the delivery of HR services, the problems involved in formulating the Organization's position on the application of rules to highly contentious cases and the requirements for satisfying the organizational, programme and personnel needs of the organizational unit serviced within established HR policies. Detailed analysis of the interrelationships of HRM issues with those of programme, political and resource considerations is required. Detailed technical problems encountered in generalist positions are resolved with the assistance of specialists.

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

#### **H. Guidelines**

The work focuses on the delivery of HRM services and established HRM guidelines will normally apply to the sector concerned or in the administration of one or more specialties. However, modifications to recruitment, training and career development services are required in unusual cases to meet the HR needs of the sector serviced and adaptations to the guidelines are required in dealing with complex cases or situations. Authority to establish guidelines is not normally delegated to generalist positions at this level.

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

The work is performed within the generally established objectives and boundaries provided by the HR policies of the Organization, the central HRM sector and the programme managers served. The incumbent is responsible for developing the approaches needed to provide new or improved HR services or to modify existing methods for delivering HR services. The implications of new and modified approaches or precedents may be discussed with the supervisor or with headquarters specialized units. The work is not reviewed for technical accuracy. End products such as the position formulated for the Organization and the delivery of the full range of HR services are reviewed for attainment of objectives.

### **IV. WORK RELATIONSHIPS**

#### **Internal**

#### **H. Skill**

Incumbents act as adviser to the sector serviced and the central HRM office in the development of new or modified policies and practices and as representative of the HRM function in the provision of the full range of HRM services within the sector.



Recommendations for solving HR problems require discussions with management, staff and other HRM specialists. Although departures may be proposed, such solutions are normally founded on the understanding and recognition of existing guidelines (e.g., personnel policies and practices). Advice on HR issues is given by incumbents to functional areas outside the HRM office.

#### V. Importance

Work contacts are with supervisors, line managers and individual staff members located inside and outside the duty station. They are also established with other specialists in the HRM function both at headquarters and in the field for the purpose of discussing eligibility for entitlements, determining the duties of a post, identifying training course requirements or determining candidate qualifications and job specifications.

#### **External**

#### H. Skill

Contacts outside the Organization include: potential recruitment sources and applicants for positions, in order to obtain information on candidates, to arrange interviews and to disseminate information on vacancies occurring within the Organization; counterparts in other United Nations organizations, in order to negotiate transfer of staff between the organizations or to exchange information on approaches to similar HR problems, etc.; with outside employers, to survey salaries and conditions of service; with local authorities, to provide and obtain information on staff members, and with inter-agency groups and coordinating services to provide information on the Organization's HR policies and practices at the local level.

#### V. Importance

Contacts with outside employers, recruitment sources and counterparts in other organizations primarily involve exchange of information, persuasion and negotiation. The subject matter covers more important recruitment, salary and personnel policy questions and contacts are made at higher levels of authority/responsibility in outside organizations.

### V. **SUPERVISORY RESPONSIBILITY**

#### H. Responsibility for support staff

Positions at this level normally have supervisory responsibility for up to ten support staff.

V. Responsibility for Professional staff

Positions at this level normally have responsibility for up to three Professional level staff.

VI. **IMPACT OF WORK**

H. Effect on work

The work involves the exercise of delegated authority to determine eligibility for entitlements and to approve or reject applications for entitlements from staff. Decisions also pertain to operating procedures, methods and general approach for the organizational unit supervised. Such decisions affect directly the accuracy, reliability and acceptability of the services provided by the unit. Proposals are normally presented to headquarters' specialized units, covering such matters as the need for new personnel policies, the application of rules and regulations to highly sensitive or contentious cases. Proposals are also made concerning the delivery of a range of personnel services for a large sector of the Organization (for example, recommendations on recruitment, job classification, training, promotions, etc.) The proposals, if accepted, would have a direct effect on the operation of HR programmes of the Organization and an indirect effect on the personnel carrying out substantive programmes for the Organization.

V. Consequences of errors

The work is not reviewed for the accuracy of its technical content and thus errors in decisions taken on staff entitlements or on the technical content of proposals made for changes to personnel policies would cause damage to the programmes of the Organization. The effect of inadequate HR decisions and recommendations on staff morale, and operating efficiency increases expenses due to the need to revise the work and, consequently, implement revised policies or procedures.

**P-5 GRADE LEVEL**

***Alternative A - Chiefs of human resources management***

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

Reporting to the Head of Administration of the Organization, HRM specialists at this level are responsible for managing HRM programmes in organizational entities which are characterized by: a well defined and continuing mandate; the centralization of most work programmes and activities at the headquarters location; and a largely homogeneous workforce. Typical duties and responsibilities include:

- Planning, developing, reviewing and approving or proposing for approval new policies and practices or adaptations to existing ones;
- Advising senior management on new approaches and adaptations of existing HR policies and practices in the implementation of HRM programmes;
- Endorsing, approving and guiding programmes of organizational change through appropriate HR policies and programmes;
- Reviewing and approving documents and position papers for submission to legislative bodies or executive heads on important HR issues, with delegation of authority to commit the agency on HR policy issues;
- Representing the Organization in negotiations with staff representatives or at inter-agency bodies dealing with HR questions;
- Exercising delegated authority to approve exceptions to rules and regulations on personnel entitlements, etc., interpreting the Organization's policies with respect

to more difficult and complex cases, or variations to those policies, and providing the rationale for HRM decisions serving as precedents.

### *B. Factor rating rationales*

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

The work requires a combination of technical knowledge of the basic principles and concepts applicable to the field of HRM, knowledge of the administrative and general management policies and practices and a knowledge of the broader political, economic and social climate within which the Organization's HR policies and practices must be applied. Together, these knowledge requirements are equivalent to theoretical knowledge at the advanced university degree level.

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

The work requires a thorough understanding of HRM principles and practices and organizational and management concepts; ability to provide leadership and to promote motivation, interest, involvement, harmonious working relationships and team work on the part of staff; ability to supervise staff involved in diverse HR functions. To acquire these skills and abilities, responsible, varied HRM experience of six to seven years at the national level and from seven to eight years at the international level is required.

### **D. Language knowledge**

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

## **II. DIFFICULTY OF WORK**

### **V. Individual contributions**

The work requires as a major task the development of new and the adaptation of existing personnel policies and practices. The incumbent must exercise ability and skill in analysing and evaluating the positive and negative aspects of courses of action designed to solve problems and provide timely leadership in appropriately adjusting, where necessary, conditions of service of affected staff members, recruitment practices and standards for locally engaged and Professional staff, etc. The work also involves reviewing the work of subordinate HRM specialists.

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

Work is substantially intricate and complex given: the need to integrate the technical requirements of the HRM function with the programme, political and resource needs of the Organization; the responsibility for convincing senior management of the Organization of the need for major changes or adaptations to HR policies and programmes and for assessing the effects of such changes on the Organization; the complexities of maintaining good labour relations on the one hand, and on the other of ensuring that the Organization's needs and interests are safeguarded in negotiations with staff representatives.

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

#### **H. Guidelines**

Staff rules and regulations, HR policies, personnel manuals, administrative tribunal judgements and organizational practices and precedents provide only limited guidance for the development of new HR policies or practices, in negotiations with staff representatives on a range of HR issues and in the advice tendered to senior management, including the Executive Head, on the implementation or adaptation of personnel programmes and in the handling of HR problems. In the development of new HR policies and practices and the approval of exceptions to existing rules and procedures, guidelines are frequently interpreted, adapted and established.

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

The general objectives of the programme administered are normally established by the Director of Administration and the Executive Head. Within these, incumbents have a high degree of professional independence in resolving all technical questions but will consult with the supervisor as regards departures from or modifications to Organization's policies in

dealing with unanticipated problems arising out of contacts with Member States, line management or staff representatives.

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

##### **Internal**

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

As chief of the HRM function of a small organization of the common system, the incumbent serves as the principal adviser to senior management on the full range of HRM policies and practices within the Organization. However, given that the programmes and activities of the Organization are centralized in one location and that the mandates are well defined and of a continuing nature, major policy questions affecting the HRM function would be brought to the attention of and discussed with the Director of Administration and Executive Head, who would normally retain the authority to commit the Organization on major policy issues.

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

Extensive contacts throughout the Organization normally at all levels; however, the Organization would not have regional or field offices outside the headquarters duty station. Contacts are, therefore, outside the functional area but generally not with units outside the duty station.

##### **External**

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

As the Chief HRM officer of the Organization, the incumbent acts as representative of the Organization to inter-agency bodies dealing with common system HRM questions (ICSC, CCAQ, etc.), with counterparts in other organizations or with representatives of national Governments. In such situations, incumbents have the authority to represent the policies and views of the Organization, enter into negotiations to resolve differences and commit the Organization on a range of HRM policy questions of some significance. Policy commitments of major importance normally require the decision of the Executive Head and/or the Organization's legislative body.

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

The subject matters discussed in these external contacts can cover the full range of HRM questions and are frequently on important policy questions or major questions of practice. These could include the issue of geographical distribution as it relates to the recruitment, promotion and placement of staff, questions of remuneration of both Professional and General

Service staff, contentious questions of conditions of service or entitlements which require policy consideration, etc.

## V. SUPERVISORY RESPONSIBILITY

### H. Responsibility for support staff

Management and supervisory responsibility may comprise up to 10 support staff.

### V. Responsibility for Professional Staff

Normally supervises one to three Professional level staff.

#### Note:

In some cases, the number of Professionals and support staff supervised may be greater i.e. up to 20 support staff and 8 Professionals. A rating of 24-W would then apply.

## VI. IMPACT OF WORK

### H. Effect on work

Decisions taken are of a managerial nature concerning the day-to-day operations of HRM programmes, covering such matters as planning, resource management, control of implementation and evaluation of programmes, but also concern the positions adopted at inter-agency meetings or in advice tendered to the Executive Head on HR policy questions. Proposals normally refer to major operational questions concerning the approach to the delivery of HRM programmes or on policy questions requiring the approval of the Executive Head or legislative body.

### V. Consequence of errors

Errors of judgement in either decisions or proposals made would have a direct impact on the efficiency and effectiveness of HRM services delivered to the Organization as a whole and would indirectly affect the quality of the programmes that the Organization is providing to its constituents.

**P-5 GRADE LEVEL**

***Alternative B - Branch or Unit Manager***

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

Manage a unit in a large organization of the common system covering a significant proportion of the total personnel function, (e.g., the manager of a large-volume specialty such as the recruitment function) or manager of a unit responsible for two or more specialties (e.g. classification and compensation). The normal responsibilities include:

- Developing, reviewing and approving or proposing for approval new policies and practices or adaptations to existing ones;
- Advising senior management on new approaches and adaptations of existing personnel policies and practices in the implementation of personnel management objectives;
- Reviewing and approving documents and position papers for submission to legislative bodies or Executive Head on important HRM issues with organization-wide implications;
- Representing the Organization at inter-agency and other meetings, with delegation of authority to commit the agency on HR policy issues within the designated area of functional responsibility;
- Representing the Organization in negotiations with staff representatives on specialty(ies) for which responsibility is exercised;



- Exercising delegated authority to approve exceptions, interpreting the Organization's policies with respect to most difficult and complex cases, approving exceptions or variations to those policies and providing rationale for HRM decisions serving as precedents.

### *B. Factor rating rationales*

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

The work requires a combination of technical knowledge of the basic principles and concepts applicable to the field of personnel management with an acquired knowledge of administrative and management policies and practices and a knowledge of the broader political, economic and social climate within which the Organization's HR policies and practices must be applied. Together, these knowledge requirements are equivalent to theoretical knowledge at the advanced university degree level.

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

The work requires a thorough understanding of HRM principles and practices, and organizational and general management concepts; ability to provide leadership and to promote motivation, interest, involvement, harmonious working relationships and team work on the part of staff; ability to supervise staff and to plan the work and to manage an organizational unit involved in one or in diverse HRM functions. To acquire these skills and abilities, responsible, varied personnel management experience of more than 10 years at the national level and from three to five years at the international level is required.

### **D. Language knowledge**

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

## **II. DIFFICULTY OF WORK**

### **V. Individual contributions**

The work requires as a major task the development of new and the adaptation of existing HR policies and practices. The incumbent must exercise ability and skill in analysing and evaluating the positive and negative aspects of courses of action designed to solve problems and provide timely leadership in appropriately adjusting, where necessary, conditions of service of affected staff members, recruitment practices and standards for locally engaged or Professional staff or aspects relating to problems of a similar level of difficulty in the other specialties of HRM. The nature of the work is both conceptual and managerial; it involves the review of work of subordinate Professionals.

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

Work is substantially intricate and complex given: the need to integrate the technical requirements of the HRM function with the programme, political and resource needs of the Organization; the responsibility for convincing senior management of the Organization of the need for major changes or adaptations to HR policies and programmes and for assessing the effects of such changes on the Organization; the complexities of maintaining good labour relations on the one hand, and on the other of ensuring that the Organization's needs and interests are safeguarded in negotiations with staff representatives.

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

#### **H. Guidelines**

Staff rules and regulations, policies, personnel manuals, administrative tribunal judgements and organizational practices and precedents provide only limited guidance for the development of new HR policies or practices, in negotiations with staff representatives on HR issues and in the advice tendered to management on the implementation or adaptation of HR programmes and in the handling of HR problems. In the development of new personnel policies and practices and the approval of exceptions to existing rules and procedures, guidelines are frequently interpreted, adapted and established.

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

The general objectives of the programme administered by incumbents at this level are normally established by the chief of HRM. Within these objectives, a high degree of professional independence is exercised in resolving all technical questions but will consult with supervisor on terms of departures from or modifications to the Organization's policies in dealing with unanticipated problems arising out of contacts with Member States, line management or staff representatives. Supervisory approval is normally sought with respect to the formulation of the overall work programme of the unit, including staffing and budgetary questions.



#### IV. WORK RELATIONSHIPS

##### **Internal**

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

The work involves provision of advice to senior management on a range of HRM questions and the authority to negotiate solutions on day-to-day HR problems with line managers and with staff representatives by developing new, or modifying existing HR policies or practices.

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

Extensive contacts at all levels of the Organization and with all functional areas of the Organization, given the need to consult staff on HR matters. The larger organizations of the common system generally have an extensive regional or field office structure with which senior staff of the personnel function will maintain regular contact.

##### **External**

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

Outside contacts are established with representatives of Member States for the purpose of discussing questions of HR, for example geographical distribution questions. Contacts with heads of HRM units in other organizations of the common system are also established at this level for the purpose of obtaining cooperation on inter-agency HRM questions.

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

Contacts outside the Organization are with members of the legislative bodies, representatives of permanent missions, counterparts in other United Nations organizations or in inter-agency bodies such as ICSC, CCAQ, etc. The content and nature of these contacts is on matters of importance in the Organization such as presenting the Organization's policy position on HRM questions, discussing recruitment or geographical distribution questions with representatives of Member States, etc.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Management and supervisory responsibility may comprise 5 up to 10 support staff.

**V. Responsibility for Professional Staff**

Normally supervises 5 to 6 Professional staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions are not only of a managerial nature concerning the day-to-day operations of personnel programmes, covering such matters as planning, resource management, control of implementation and evaluation of programmes, but also concern the positions adopted at inter-agency meetings or the advice tendered to senior management on HRM policy questions. Proposals normally are on major operational questions concerning the approach to the delivery of HRM programmes or on policy questions requiring the approval of the Chief of the HRM function, Executive Head or legislative body.

**V. Consequence of errors**

Errors in planning and implementing the work programmes, in advising on HR policy questions, in selecting, assigning, and supervising staff, and in deciding on work priorities, could not only damage the quality of the HR services provided but also result in wastage of both human and monetary resources through their less than efficient use.

**D-1 GRADE LEVEL**

*Alternative A - Chiefs of human resources management*

*A. Description of typical duties*

Reporting to the Head of Administration of the Organization, HRM specialists at this level are fully responsible for managing the overall HRM programme of an entire organization which is characterized by a variety of interrelated and continuing mandates; a structure that includes established offices at field locations; and a relatively homogenous workforce (fields of work and categories of staff). The HRM programme is centrally administered and covers all HRM functions. Typical duties and responsibilities include:

- Managing the operations of the HRM office which include overseeing the development, implementation and day-to-day execution of operating policies related to the recruitment of staff, the staffing and classification of posts, the planning and development of careers, staff training, staff-management relations, staff welfare and social security; supervising Professional and General Service staff, reviewing the work of subordinate Chiefs of Sections and Units for attainment of objectives; coordinating submissions for the programme and budget, medium or long term plans and annual reports;
- Providing authoritative advice to the Executive Head and the legislative body of the Organization on the establishment of policies covering all aspects of HRM by reviewing and approving, or proposing for approval, the development and implementation of new personnel policies, programmes and systems; endorsing, approving and guiding programmes of organizational change through appropriate personnel policies and programmes; submitting statistical and analytical reports; and proposing changes to staff rules and regulations;
- Representing the Executive Head and the Organization in negotiations with representatives of line management and the staff on the full range of personnel matters such as staffing and policy matters; holding regular consultations with elected staff representatives and chairing/participating in joint advisory bodies and committees;

- Acting as representative of the Organization in meetings with Permanent Representatives to the Organization and with visiting senior government officials to discuss recruitment priorities and request the cooperation and assistance of Member States;
- Representing the Organization in the work of inter-agency bodies dealing with common system human resources management questions such as (CCAQ(PER), ICSC, UNJSPFB, ACC and variety of working groups etc.) with the authority to commit the Organization on policy issues not requiring changes in staff rules or regulations; coordinating a common approach to the administration of conditions of service with heads of HRM of other organizations within the duty station.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

The work requires a combination of technical knowledge of the basic principles and concepts applicable to the field of personnel management with an acquired knowledge of the administrative and management policies and practices and a knowledge of the broader political, economic and social climate within which the Organization's HR policies and practices must be applied. Together, these knowledge requirements are equivalent to theoretical knowledge at the advanced university degree level.

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

The work requires a thorough understanding of HRM principles and practices, and organizational and general management concepts; ability to provide leadership and motivation, interest, involvement, harmonious working relationships and team work on the part of staff; ability to supervise large numbers of staff and to plan the work and to manage organizational units involved in diverse HR functions. To acquire these skills and abilities, Chiefs of HRM of organizations with varied mandates and decentralized structure require responsible, varied HRM experience of more than 10 years at the national level and at least 8 to 10 years experience in an international HRM context.

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

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

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

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

The work requires planning and coordinating the policies and practices of all personnel specialties and integrating their work input and operations into a coherent and effective HRM programme. This includes the need for continuing review of, and decisions on, HR policies and programmes and the responsibility for the management and deployment of staff and other resources within the HRM function.



#### V. Complexity of assigned work

The work of a Chief of HRM in organizational entities described above is very broad in nature, covering a diverse range of relevant subject areas. In addition, the work demands are of significant complexity given the need to integrate the technical requirements of HRM with a diverse range of constraints facing the Organization, including the prevailing political, resource and technical or programme needs. Solutions to HR questions require the consideration and resolution of diverse and often conflicting demands.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

The work is governed by guidelines of a general and broad policy nature, including such guidance as the decisions of the Executive Head and legislative bodies of the Organization, the general policies and programmes of the Organization and the prevailing political and budgetary climate within which the Organization finds itself. Significant departures from established rules, regulations and policies are often necessary to meet broader organization objectives and goals. Decisions by the Chief of HRM cover both HR policy questions, as well as on organizational and procedural matters; the incumbent also establishes important guidelines for subordinate staff and for the HRM work of the Organization.

#### V. Supervisory controls

The job is performed under limited supervisory controls. Overall programme objectives and desired results are discussed with the immediate supervisor and senior executive management of the Organization; the ongoing management of the functions rests entirely in this position. Results are reviewed for attainment of objectives.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Chiefs of HRM in those organizations are the principal adviser to the Executive Head and other senior managers of the Organization on the full range of HRM questions. Such advice covers policy questions of considerable significance to the Organization and is normally considered authoritative.

## V. Importance

Contacts are with managers of all units throughout the Organization, as well as with units outside the duty station, concerning the full range of HR questions, including ensuring the effective delivery and operation of the HRM programme, as well as ensuring that the needs and views of the management and staff representatives are fully taken into account in the development and implementation of HR policies and programmes.

### **External**

#### H. Skill

As Chief HRM officer of the Organization, acts as representative of the Organization in meetings of inter-agency bodies dealing with common systems HRM questions (ICSC, CCAQ, etc.) or in meetings with representatives of national Governments. In such situations, incumbents have the authority to present the policies and views of the Organization, enter into negotiations to resolve differences and to commit the Organization on a range of HRM policy questions of significance. Policy commitments of major importance would normally require the decision of the Executive Head and/or the Organization's legislative body.

## V. Importance

The subject matters discussed in these external contacts can cover the full range of HRM questions and are frequently of important policy questions or major questions of practice. These could include the issue of geographical distribution as it relates to the recruitment, promotion and placement of staff, questions of remuneration of both Professional and General Service staff, contentious questions of conditions of service or entitlements which require policy consideration.

## V. **SUPERVISORY RESPONSIBILITY**

#### H. Responsibility for support staff

The work normally involves supervision of 26 up to 50 support staff.

#### V. Responsibility for Professional staff

Normally supervises between 9 and 20 Professional level staff.

**D-1 GRADE LEVEL**

***Alternative B - Unit Manager***

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

In those cases where the size of the organization requires the internal differentiation of the HRM management function into major units (as in the case of a large organization of the United Nations system) incumbents of positions at the D-1 level serve as managers of a major unit within the HRM function responsible for a significant portion of the total HRM function covering a broad range of specialties (for example, recruitment, human resource development and training, or personnel entitlements, job classification and salary administration). Incumbents are responsible for:

- Planning, organizing and maintaining the delivery of services covering a broad range of HRM specialties;
- Submitting policy recommendations to Chief of HRM or Executive Head on HR questions within area of responsibility;
- Exercising delegated authority for the Head of HRM function within area of responsibility and representing the Organization in internal or external discussions or negotiations on HR policy questions (with staff representatives, Governments, inter-agency bodies, etc.).

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

The work requires a combination of technical knowledge of the basic principles and concepts applicable to the field of HR management with an acquired knowledge of the administrative and general management policies and practices and a knowledge of the broader political, economic and social climate within which the Organization's HR policies and practices must be applied. Together, these knowledge requirements are equivalent to theoretical knowledge at the advanced university degree level.

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

The work requires a thorough understanding of HRM principles and practices, and organizational and general management concepts; ability to provide leadership and motivation, interest, involvement, harmonious working relationships and team work on the part of staff; ability to supervise large numbers of staff and to plan the work and to manage organizational units involved in diverse HRM functions. To acquire these skills and abilities, Chiefs of major HRM units within large organizations of the common system require responsible, varied HRM experience of more than 10 years at the national level and from three to five years at the international level.

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

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

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

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

The work requires as a major task the development of new and the adaptation of existing HR policies and practices. The incumbent must exercise ability and skill in analysing and evaluating the positive and negative aspects of courses of action designed to solve problems and provide timely leadership in appropriately adjusting, where necessary, conditions of service of affected staff members, recruitment practices and standards for

locally engaged or Professional staff or aspects relating to problems of a similar level of difficulty in the other specialties of HRM. The work is conceptual and entails planning and coordinating the work of sub-units.

#### V. Complexity of assigned work

Work is substantially intricate and complex, given the need to integrate the technical requirements of the HRM function with the programme, political and resource needs of the Organization; the responsibility for convincing senior management of the Organization of the need for major changes or adaptations to HR policies and programmes and the assessing of the effects of such changes on the Organization; the complexities of maintaining good labour relations on the one hand, and on the other of ensuring that the Organization's needs and interests are safeguarded in negotiations with staff representatives. Given the breadth of issues covered, the work is broad in scope, however, the detailed analysis and treatment of issues is normally dealt with by subject-matter specialists reporting to staff at this level.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

The work is governed by guidelines of a general and broad policy nature, including such guidance as the decisions of the Executive Head and legislative bodies of the Organization, the general policies and programmes of the Organization and the prevailing political and budgetary climate within which the Organization finds itself. Significant departures from established rules, regulations and policies are often necessary to meet broader organizational objectives and goals.

#### V. Supervisory controls

The general objectives and scope of the work programme administered are normally established by the Chief of the HRM function or by the Executive Head and the legislative body of the Organization. Within the boundaries of these programme objectives, incumbents have a high degree of independence from supervisory controls in the day-to-day management of their programmes and in the development of policy proposals and the resolution of all technical questions.

#### IV. WORK RELATIONSHIPS

##### Internal

##### H. Skill

Contacts are required to provide authoritative advice to senior staff of the Organization, including the immediate supervisor and the managers of other programme areas, on HR policy and operational questions of the unit managed.

##### V. Importance

Contacts are with managers of all units throughout the Organization, as well as with units outside the duty station, concerning all questions arising out of the operations of the unit managed. Such questions could involve coordinating the input from programme areas in the development of policies or new HRM procedures or ensuring the effective delivery of HR services provided by the incumbent's unit.

##### External

##### H. Skill

The work requires the incumbent to act as representative of the Organization to inter-agency bodies dealing with common system personnel questions (ICSC, CCAQ, etc.), with counterparts in other organizations or with representatives of national Governments. In such situations, incumbents have the authority to represent the policies and views of the Organization, after consultation with the Chief of HRM, on a range of HR policy questions of some significance. Major policy commitments normally require the decision of the Executive Head, and/or the Organization's legislative organs.

##### V. Importance

The content and nature of contacts established with counterparts in other organizations, delegates to conferences, permanent missions, universities and professional bodies will be on matters of importance to the Organization, such as presenting the Organization's policy position on HRM questions, negotiating agreements with other organizations on common personnel practices, standards and procedures and discussing policy proposals with delegates.

## V. SUPERVISORY RESPONSIBILITY

### H. Responsibility for support staff

The work normally involves supervision of 11 up to 25 support staff.

### V. Responsibility for Professional staff

Normally supervises between 9 and 20 Professional level staff.

#### Note:

The work involves significant management responsibilities; the number of staff supervised will vary from organization to organization. The figures given above represent an average of the number of staff supervised by Chiefs of HRM at this level.

## VI. IMPACT OF WORK

### H. Effect on work

Decisions are of a managerial nature concerning the day-to-day operations of HRM programmes, covering such matters as planning, resource management, control of implementation and evaluation of programmes, and of a technical nature concerning decisions on HR policy questions taken at inter-agency meetings or in advice tendered to the senior management. Proposals normally are on major operational questions concerning the approach to the delivery of programmes or on policy questions requiring the approval of the Chief of HRM function, Executive Head or legislative body.

### V. Consequence of errors

Errors of judgement in either decisions or proposals made would have a direct impact on the efficiency and effectiveness of HRM services delivered to the Organization as a whole and would indirectly affect the quality of the programmes that the Organization is providing to its constituents.

**D-2 GRADE LEVEL**

***Chiefs of human resources management***

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

Reporting to Senior Executive Management of the Organization, HRM specialists at this level are fully responsible for the direction and management of the overall HRM programme in organizational entities which are characterized by numerous, varied, competing and/or rapidly evolving mandates; an extensive network of field offices and project locations; and, a highly diversified workforce (fields of work and categories of staff). The HRM programme is a major programme of the Organization; it covers all HRM functions and is administered through decentralized HRM units. The duties and responsibilities include:

- Managing the operations of the HRM office at headquarters which include overseeing the development, implementation and day-to-day execution of operating policies related to the recruitment of staff, the staffing and classification of posts, the planning and development of careers, staff training, staff-management relations, staff welfare and social security; supervising Professional and General Service staff, reviewing the work of subordinate Chiefs of Sections and Units for attainment of objectives; coordinating submissions for the programme and budget, medium or long term plans and annual reports.
- Providing leadership and general direction to a number of decentralized HRM units both at headquarters and at established field locations; reviewing and monitoring their activities and adherence to the existing framework of policies and procedures; and coordinating their contribution to the effective and efficient delivery of HRM services to all areas of the Organization.
- Providing authoritative advice to the Executive Head and the legislative body of the Organization on the establishment of policies covering all aspects of HRM by reviewing and approving, or proposing for approval, the development and implementation of new personnel policies, programmes and systems; endorsing, approving and guiding programmes of organizational change through appropriate HRM policies and programmes; submitting statistical and analytical reports; and, proposing changes to staff rules and regulations.



- Representing the Executive Head and the Organization in negotiations with representatives of line management and the staff on the full range of HRM matters such as staffing and policy matters; holding regular consultations with elected staff representatives and chairing/participating in joint advisory bodies and committees;
- Acts as representative of the Organization in meetings with Permanent Representatives to the Organization and with visiting senior government officials to discuss recruitment priorities and request the cooperation and assistance of Member States;
- Representing the Organization in the work of inter-agency bodies dealing with common system human resources management questions (such as CCAQ(PER), ICSC, UNJSPFB, ACC and variety of working groups etc.) with the authority to commit the Organization on policy issues not requiring changes in staff rules or regulations; coordinating a common approach to the administration of conditions of service with heads of HRM of other organizations.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

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

The work requires a combination of technical knowledge of the basic principles and concepts applicable to the field of HRM with knowledge of the administrative and management policies and practices and a knowledge of the broader political, economic and social climate within which the Organization's HRM policies and practices must be applied. Together, these knowledge requirements are equivalent to theoretical knowledge at the advanced university degree level.

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

The work requires a thorough understanding of personnel management principles and practices and organizational and general management concepts; ability to provide leadership and motivation, interest, involvement, harmonious working relationships and team work on the part of staff; ability to supervise large numbers of staff and to plan the work and to manage organizational units involved in diverse HR functions. As the organization has an extensive network of field offices and a highly diverse workforce, more than 15 years of HRM experience at the international level is required.

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

Proficiency in two languages used in the Organization is normally required to communicate effectively, orally and in writing, with staff throughout the Organization and with a range of contacts outside the Organization.

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

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

The work requires planning, coordinating and directing the work of a number of organizational entities involved in the development of policies, practices and operations both at headquarters and in the field offices and integrating all HRM specialties into a coherent and effective HRM programme. This includes the need for continuing review of, and decisions on, HR policies and programmes and the responsibility for the management and deployment of staff and other resources within the HRM function.

#### V. Complexity of assigned work: Level K

The work of a Chief of HRM within large organizations of the United Nations common system is very broad in nature, covering a wide range of subject matters. In addition, the work demands are of significant complexity, given the need to integrate the technical requirements of HRM with a diverse range of constraints facing the Organization, including the prevailing political, resource and technical or programme needs. Solutions to HR questions require the consideration and resolution of diverse and often conflicting demands.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

The work is governed by guidelines of a general and broad policy nature, including such guidance as the decisions of the Executive Head and legislative bodies of the Organization, the general policies and programmes of the Organization and the prevailing political and budgetary climate within which the Organization finds itself. Significant departures from established rules, regulations and policies are often necessary to meet broader organizational objectives and goals. Decisions by the Chief of HRM cover HR policy questions, as well as organizational and procedural matters; the incumbent also establishes important guidelines for subordinate staff and for personnel work of the Organization.

#### V. Supervisory controls

Incumbents operate with a great deal of freedom from supervisory controls in the ongoing management of the HR function. They identify overall programme objectives and desired results and discuss them with the senior executive management group of the Organization. Programme objectives are then presented to the legislative body of the Organization. Results are reviewed for attainment of objectives.

### IV. WORK RELATIONSHIPS

#### Internal

#### H. Skill

Chiefs of HRM in such organizations are the principal adviser to the Executive Head and other senior managers of the Organization on the full range of HRM questions. Such advice is often on policy questions of considerable significance to the Organization and is normally considered authoritative.

## V. Importance

Contacts are with managers of all units throughout the Organization, as well as with units outside the duty station, concerning the full range of HRM questions, including ensuring the effective delivery and operation of the HRM programme, as well as ensuring that the needs and views of the management and staff representatives are fully taken into account in the development and implementation of HR policies and programmes.

## **External**

### H. Skill

As the Chief HRM officer of the Organization, the incumbent acts as representative of the Organization at inter-agency bodies dealing with common system personnel questions (ICSC, CCAQ, etc.), with counterparts in other organizations or with representatives of national Governments. In such situations incumbents have the authority to represent the policies and views of the Organization, enter into negotiations to resolve differences, and to commit the Organization on a range of HRM policy questions of major significance. Major policy commitments normally require the decision of the Executive Head and/or the Organization's legislative body.

## V. Importance

The subject matters discussed in these external contacts normally cover the full range of HRM questions and are frequently of important policy questions or major questions of practice. These could include the issue of geographical distribution as it relates to the recruitment, promotion and placement of staff, questions of remuneration of both Professional and General Service staff, contentious questions of conditions of service or entitlements which require policy consideration, etc.

## V. **SUPERVISORY RESPONSIBILITY**

### H. Responsibility for support staff

The work normally involves supervision of 51 to 100 support staff.

### V. Responsibility for Professional staff

Normally supervises between 21 and 40 Professional level staff.

Note:

Positions at this level involve major management responsibilities; the number of staff supervised will vary from organization to organization. The figures given above represent an average of the number of staff supervised by Chiefs of HRM at this level.

**VI. IMPACT OF WORK**

**H. Effect on work**

Incumbents of these positions normally have significant level of delegated authority from the Executive Head to take decisions on a wide range of HRM questions, such as the classification of posts, the recruitment and appointment of staff, approval of extensions of contracts, approval of payment of allowances of different types to eligible staff and approval, when necessary, of exceptions to the rules. In addition to decisions on HR questions which are of an ongoing nature, incumbents at this level have the responsibility for the taking of decisions on a range of HR policy questions affecting staff/management relations, the morale of staff members and the efficiency and effectiveness with which the Organization utilizes its HR resources. Proposals are made to the Executive Head or the legislative body on major HR policy questions which, if accepted, directly affect the overall functioning of the Organization.

**V. Consequence of errors**

Errors of judgement in either decisions or proposals made would have a direct impact on the efficiency and effectiveness of personnel services delivered to the Organization as a whole and would indirectly affect the quality of the programmes that the Organization is providing to its constituents.

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