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FOLLOW-UP TO DECISIONS AND RESOLUTIONS ADOPTED BY THE EXECUTIVE BOARD AND THE GENERAL CONFERENCE AT THEIR PREVIOUS SESSIONS

PART III

HUMAN RESOURCES ISSUES

ADDENDUM 2

COMMENTS BY THE INTERNATIONAL STAFF UNION OF UNESCO (ISAU)

SUMMARY

C. Annual report (2017) by the International Civil Service Commission (ICSC): report by the Director-General

Pursuant to item 9.2.7 of the UNESCO Human Resources Manual, the International Staff Union of UNESCO (ISAU) submits its comments on human resources issues (document 204 EX/5 Part III (C)).

1. ISAU has taken note of the 2017 annual report of the International Civil Service Commission (ICSC), report by the Director-General, containing measures that affect the conditions of service of United Nations common system staff, including UNESCO staff.

Performance management

2. ISAU endorses the recommendations of ICSC approved by the United Nations General Assembly for performance appraisal and management for the recognition of different levels of performance (Annex II), in particular non-cash awards and addressing underperformance.

3. ISAU recalls that the importance of the human factor in the management of organizations, whatever their size, sector, or field of activity, is self-evident. Decisions concerning recruitment, career advancement, transfers to a new post, and training are key, both for the Organization and for the individuals concerned. In this regard, mistakes are costly in terms of time, energy and money.



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Such mistakes are a prime cause of demoralization, demotivation and dissatisfaction among staff. They lead to a significant loss of effectiveness and efficiency.

4. ISAU therefore wishes to be involved in the elaboration of the new appraisal system, which must be clear and in line with the objectives of the Organization.

5. At present, appraisals do not reflect the true performance of staff members because, **as noted by** the External Auditor, it is practically impossible to distinguish good performances from those that are mediocre or poor. The Administration should take care to introduce a simple and fair appraisal mechanism in the interests of the Organization's staff with a view to rewarding good performance and penalizing poor performance.

6. The role of officials and managers is key to ensuring good-quality appraisals. Supervisors need to have both the tools and the requisite qualities in order to evaluate staff members under their supervision fairly and honestly. To that end, it is essential to have leadership and other qualities, such as the ability to motivate and to guide staff members, to behave ethically, and to frame strategies and a long-term vision, in particular for staff development.

7. ISAU notes with satisfaction the idea that appraisal should form part of the responsibilities of supervisors; the quality of their work in that field should be evaluated. Training in that regard is more necessary than ever. The Administration should put in place **a transparent system of evaluation of the work** of supervisors. It is vital for the Organization to ensure the effectiveness of staff management and to take steps to prevent, at all costs, the risk of arbitrariness. Poor results among supervisors should be penalized.

8. With regard to programmes for the recognition and reward of merit, ISAU urges the Administration to follow the recommendation of ICSC and to re-establish those programmes rapidly.

Salary scale

9. We welcome the application of the new salary scale (Annex III), which became effective on 1 January 2018, and the slight increase in the repatriation grant and separation payment.

Use of National Professional Officers (NPOs)

10. Concerning the recruitment of NPOs, ISAU welcomes the recommendation of ICSC urging organizations applying the United Nations common system to observe the rules and regulations governing short-term appointments, and to avoid having abusive recourse to such appointments.



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PART III

HUMAN RESOURCES ISSUES

SUMMARY

C. Annual report (2017) by the International Civil Service Commission (ICSC): Report by the Director-General

Article 17 of the Statute of the International Civil Service Commission (ICSC) provides that "(ICSC) shall submit an annual report to the General Assembly, including information on the implementation of its decisions and recommendations. The report shall be transmitted to the governing organs of the other organizations, through their Executive Heads".

In [114 EX/Decision 8.5](#), the Executive Board approved a proposal, by the Director-General to submit all future ICSC annual reports to the Executive Board at the spring session following the publication of the report, which was subsequently endorsed by the General Conference in [22 C/Resolution 37](#).

Furthermore, the General Conference invited the Director-General, in [39 C/Resolution 72](#), to inform the Executive Board about measures adopted, either by the United Nations (UN) General Assembly or the ICSC, before the General Conference's 40th session.

The present document submits the ICSC's annual report for 2017 to the Executive Board for information and describes measures affecting the conditions of service of UNESCO staff members which were implemented following ICSC recommendations/decisions and/or decisions taken by the General Assembly in its resolution [A/RES/72/255](#) of December 2017.

Action expected of the Executive Board: Proposed decision in paragraph 13.



Job: 201800225

C. Annual report (2017) by the International Civil Service Commission (ICSC): Report by the Director-General

(Follow-up to [114 EX/Decision 8.5](#), [22 C/Resolution 37](#), [39 C/Resolution 72](#))

Introduction

1. ICSC's annual report for 2017 contains measures that affect the conditions of service of United Nations common system staff, including UNESCO staff. The United Nations General Assembly examined this report and its recommendations at its 72nd session and adopted resolution 72/255 (Annex I) which contains its decisions on the report.

Conditions of service applicable to both categories of staff**Performance Management**

2. The United Nations General Assembly approved the principles and guidelines (Annex II) for performance appraisal and management for the recognition of different levels of performance as recommended by ICSC¹. The United Nations General Assembly recommended the organizations to utilize the aforementioned principles and guidelines for recognizing different levels of performance, including non-cash awards and addressing underperformance.

3. UNESCO supports these principles which are already embedded in the current performance evaluation system, and will continue to be taken into account in the forthcoming review of policy and processes. The Secretariat will further study the modalities for introducing recognition and reward programmes, including non-cash awards, as set out in the Human Resources Strategy.

Conditions of service of staff in the Professional and higher categories**Base/floor salary scale**

4. In order to maintain the common system salaries in line with the comparator civil service (currently the federal service of the United States), the United Nations General Assembly approved the increase of the unified base/floor salary scale for the professional and higher categories by 0.97%, as recommended by ICSC. This increase reflects the movement of gross salaries of the comparator service and the tax changes in the United States and is to be implemented through a standard consolidation method of increasing base salary and commensurately reducing post adjustment multiplier points (that is, on a "no loss, no gain" basis) with effect from 1 January 2018. This measure equally applies to pay protection points approved by the General Assembly in its resolution A/RES/70/244 for the purposes of pay protection for staff whose steps under the previous scale were higher than those foreseen in the new salary scale.

Follow-up action

5. The new salary scale (Annex III) was implemented in UNESCO on 1 January 2018. The adjustment will result in a slight increase of the level of the repatriation grant and of the termination indemnities.

Evolution of the United Nations/United States net remuneration margin

6. The margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the United States federal civil service in Washington, D.C., for the calendar year 2017 was estimated at 113.7. The General Assembly recalled its decision contained in resolution 70/244 that, if the margin trigger levels of 113

¹ *Official Records of the General Assembly, Seventy-second session, Supplement No. 30 (A/72/30), and Corr.1, paragraph 48 (a) and Annex VI.*

or 117 are breached, the Commission should take appropriate action through the post adjustment system.

Post adjustment issues

7. The General Assembly noted the efforts undertaken by ICSC to improve the post adjustment system and requested the Commission to continue its efforts in order to minimize any gaps between the pay indices and the post adjustment indices and consider the feasibility of more frequent reviews of the post adjustment classifications of duty stations. It also requested the Commission to review the gap closure measure in the post adjustment system at its next round of cost-of-living surveys.

8. The General Assembly requested the Commission to report no later than at the 74th session of the Assembly on the implementation of the Commission decision regarding the result of the cost-of-living surveys for 2016, including financial implications.

9. UNESCO implemented the results of the 2016 cost-of-living surveys as decided by the Commission at its 85th session.

Other matters

Use of categories of staff, including the General Service, National Professional Officers and Field Services categories

10. The General Assembly approved the guidelines for the use of National Professional Officer (NPO) category as recommended by ICSC² (see Annex IV). The Assembly also invited the organizations of the United Nations common system to abide by the existing rules and regulations regarding short-term assignments without involving a change of duty station when deploying NPOs to the country of their employment and called upon the organizations to guard against repeated short-term duty assignments of NPOs outside their country of recruitment.

11. The Secretariat will amend its Human Resources Manual provisions accordingly.

Danger Pay

12. The Commission decided to update the level of danger pay for locally recruited staff by updating the reference year of the salary scales on which calculations are based to 2016, as of 1 January 2018.

Proposed decision

13. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling [39 C/Resolution 72](#), [114 EX/Decision 8.5](#) and [22 C/Resolution 37](#),
2. Having examined document 204 EX/5 Part III.C,
3. Takes note of its content;
4. Invites the Director-General to continue to ensure UNESCO's participation in the work of the International Civil Service Commission (ICSC) and to take into account its recommendations and the decisions of the General Assembly.

² *Official Records of the General Assembly, Seventy-second session, Supplement No. 30 (A/72/30), and Corr.1, paragraph 78 (a) and Annex II.*

ANNEX I

Resolution adopted by the General Assembly on 24 December 2017

[on the report of the Fifth Committee (A/72/666)]

72/255. United Nations common system

The General Assembly,

Recalling its resolutions 44/198 of 21 December 1989, 51/216 of 18 December 1996, 52/216 of 22 December 1997, 53/209 of 18 December 1998, 55/223 of 23 December 2000, 56/244 of 24 December 2001, 57/285 of 20 December 2002, 58/251 of 23 December 2003, 59/268 of 23 December 2004, 60/248 of 23 December 2005, 61/239 of 22 December 2006, 62/227 of 22 December 2007, 63/251 of 24 December 2008, 64/231 of 22 December 2009, 65/248 of 24 December 2010, 66/235 A of 24 December 2011, 66/235 B of 21 June 2012, 67/257 of 12 April 2013, 68/253 of 27 December 2013, 69/251 of 29 December 2014, 70/244 of 23 December 2015 and 71/264 of 23 December 2016 and its decision 67/551 of 24 December 2012,

Having considered the report of the International Civil Service Commission for 2017,¹

Reaffirming its commitment to a single, unified United Nations common system as the cornerstone for the regulation and coordination of the conditions of service of the United Nations common system,

Emphasizing the importance of, and benefits derived from, maintaining a coherent and unified United Nations common system,

Emphasizing also the obligation of all organizations of the United Nations common system to consult and cooperate fully and swiftly with the International Civil Service Commission on matters relating to remuneration and conditions of service,

1. *Takes note with appreciation* of the work of the International Civil Service Commission;
2. *Takes note* of the report of the Commission for 2017;
3. *Reaffirms* the role of the General Assembly in approving conditions of service and entitlements for all staff serving in the organizations of the United Nations common system, bearing in mind articles 10 and 11 of the statute of the Commission;²
4. *Recalls* articles 10 and 11 of the statute of the Commission, and reaffirms the central role of the Commission in regulating and coordinating conditions of service and entitlements for all staff serving in the organizations of the United Nations common system;
5. *Stresses* the importance of the United Nations common system, as established in the statute of the Commission, to ensure unity and parity across the United Nations;
6. *Notes with serious concern* that some organizations have decided not to implement the decisions of the Commission regarding the results of the cost-of-living surveys for 2016 and the mandatory age of separation;
7. *Calls upon* the United Nations common system organizations and staff to fully cooperate with the Commission in the application of the post adjustment system and implement its decisions regarding the results of the cost-of-living surveys and the mandatory age of separation without undue delay;
8. *Reminds* executive heads and governing bodies of the United Nations common system that failure to fully respect the decisions taken by the General Assembly on the Commission's recommendations could prejudice claims to enjoy the benefits of

¹ *Official Records of the General Assembly, Seventy-second session, Supplement No. 30 and corrigendum (A/72/30 and A/72/30/Corr.1).*

² Resolution 3357 (XXIX), annex.

participation in the common system, including organizations' participation in the United Nations Joint Staff Pension Fund, as stated in article 3 (b) of the Fund's regulations;

9. *Requests* the Commission to recommend appropriate measures to deal with those organizations which do not cooperate fully with the Commission and to report thereon no later than at the seventy-fourth session of the General Assembly;
10. *Invites* the Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, to ensure that decisions of the General Assembly are implemented in full and without undue delay across the common system;

I. Conditions of service applicable to both categories of staff

A. Use of categories of staff, including General Service, National Professional Officer and Field Service

1. *Approves* the guidelines for the use of the National Professional Officer category, as recommended by the Commission in paragraph 48 (a) and annex II of its report;
2. *Invites* the organizations of the United Nations common system to abide by existing rules and regulations regarding short-term duty assignments without involving a change of duty station when deploying National Professional Officers outside the country of their employment;
3. *Underscores the need* for the organizations to respect the guidelines for the use of National Professional Officers in the context of short-term duty assignments, and in this regard calls upon the organizations to guard against repeated short-term duty assignments of National Professional Officers outside their country of recruitment;

B. Study on performance management and proposals on performance incentives

Recalling its resolution 70/244, by which it requested the Commission to review its recommendation contained in annex III of its report for 2015³ and to study the budgetary and administrative arrangements necessary for the implementation thereof,

1. *Approves* the proposed principles and guidelines for performance appraisal and management for the recognition of different levels of performance, as recommended in paragraph 65 and annex VI of its report for 2017;
2. *Recommends* that the organizations utilize the aforementioned principles and guidelines for recognizing different levels of performance, including non-cash awards and addressing underperformance;

II Conditions of service of staff in the Professional and higher categories

A. Base/floor salary scale

Recalling its resolution 44/198, by which it established a floor net salary level for staff in the Professional and higher categories by reference to the corresponding base net salary levels of officials in comparable positions serving at the base city of the comparator civil service (the United States federal civil service),

Approves, with effect from 1 January 2018, as recommended by the Commission in paragraph 97 of its report, the revised unified base/floor scale for staff in the Professional and higher categories, as contained in annex VII to that report;

B. Evolution of the margin and margin management around the desirable midpoint

Recalling section I.B of its resolution 51/216 and the standing mandate from the General Assembly, in which the Commission is requested to continue its review of the relationship between the net remuneration of the United Nations staff in the Professional and higher

³ *Official Records of the General Assembly, Seventieth session, Supplement No. 30 (A/70/30).*

categories in New York and that of the comparator civil service (the United States federal civil service) employees in comparable positions in Washington, D.C. (referred to as “the margin”),

1. *Reaffirms* that the range of 110 to 120 for the margin between the net remuneration of officials in the Professional and higher categories of the United Nations in New York and officials in comparable positions in the comparator civil service should continue to apply, on the understanding that the margin would be maintained at a level around the desirable midpoint of 115 over a period of time;
2. *Notes* that the margin between net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of officials in comparable positions in the United States federal civil service in Washington, D.C., for the period from 1 January to 31 December 2017 is 113.7;
3. *Recalls* its decision contained in resolution 70/244 that, if the margin trigger levels of 113 or 117 are breached, the Commission should take appropriate action through the operation of the post adjustment system;
4. *Notes* the decision of the Commission to continue to monitor the level of the margin and to take the necessary corrective action under the operation of the post adjustment system should the trigger levels of 113 or 117 be breached;

C. Post adjustment issues

1. *Notes* the efforts by the Commission to improve the post adjustment system;
2. *Requests* the Commission to report no later than at the seventy-fourth session of the General Assembly on the implementation of decisions of the Commission regarding the results of the cost-of-living surveys for 2016, including any financial implications;
3. *Also requests* the Commission to continue its efforts to improve the post adjustment system in order to minimize any gap between the pay indices and the post adjustment indices and, in this context, to consider the feasibility of more frequent reviews of post adjustment classifications of duty stations;
4. *Further requests* the Commission to review the gap closure measure in the post adjustment system during its next round of cost-of-living surveys;

D. Report on diversity, including gender balance and geographical distribution in the United Nations common system

1. *Requests* the Commission to continue to provide information to the General Assembly on the progress made by organizations of the United Nations common system in the implementation of existing gender policies and measures towards achieving the goal of 50/50 gender balance and strengthening geographical diversity within the common system, including at senior levels;
2. *Also requests* the Commission to continue to monitor the age distribution of the workforce and to report thereon to the General Assembly.

*76th plenary meeting
24 December 2017*

ANNEX II

Principles and guidelines for performance appraisal and management for the recognition of different levels of performance

(A/70/30, Annex III, revised)

Principle 1: Performance appraisal is a management tool, but it is not a substitute for good management

- Performance appraisal is not an end in itself; it represents one element in a set of management measures

Principle 2: The objectives that the organization has for performance appraisal should be formulated before a system is selected or developed: the process and procedures employed should be consistent with these purposes

- Objectives should be clearly communicated to supervisors and staff
- Use information from performance appraisals for decisions, such as those regarding contract extensions, personal development and promotions

Principle 3: The purposes of performance appraisal should be clearly understood by all

- Policies and procedures should be effectively communicated to staff
- Comprehensive training should be provided on performance management

Principle 4: Performance management and appraisal must be important and meaningful to executive heads, managers, supervisors and staff at large

- The executive heads and senior management should be fully engaged and committed and act as role models for the organization
- Managers should be directly involved in devising new or modifying existing performance appraisal systems
- Performance appraisal should be part of every manager's job, and his/her own performance in this regard should be assessed accordingly
- Managers and supervisors should undergo training in performance appraisal

Principle 5: To the extent possible, appraisals should be based on agreed individual workplans emanating from organizational priorities, together with the competencies required to accomplish them

- Managers and supervisors should be fully committed to the system
- Individual workplans should be drawn up and agreed upon by the staff member and the manager
- Workplans should be realistic and achievable and stated in clear and objective terms, specifying the outcome expected at the end of the reporting period
- If included in the appraisal, competencies should correspond to the organization's competency framework
- Where no agreement is possible, the manager's decision prevails

Principle 6: Consistent with the purposes to be served, the performance appraisal process should be as simple as possible

- The appraisal system should be simple and transparent
- Complicated processes and procedures should be avoided

- Best use should be made of prevailing technology and software

Principle 7: The workplan, standards of performance and priorities should be derived from organizational objectives and agreed at a meeting between the staff member and the supervisor at the beginning of the reporting period and be subject to a midterm review and a final appraisal meeting

- Continuous dialogue between the staff member and the supervisor is encouraged throughout the reporting period
- Changes in workplans or priorities should be discussed as early as possible, but no later than at the midterm review
- Final appraisal meeting should be conducted in an open and transparent manner to ensure no surprises in the final written appraisal document

Principle 8: Performance ratings must be applied objectively and accurately

- Human resources department to monitor compliance with the performance appraisal system and provide periodic reports on overall ratings
- Establishment of performance review bodies is encouraged
- Feedback and further training and coaching as necessary to be provided for managers to ensure objectivity and accuracy in their appraisals

Principle 9: Staff members and supervisors should engage in continuous dialogue throughout the performance cycle, and staff members should be provided with an opportunity to comment on their performance ratings and to rebut their ratings in cases of less-than-satisfactory performance

- Performance appraisal systems should include a provision for staff to make comments on the supervisor's appraisal
- Staff members should be open to constructive feedback
- Use of mediation or other such service is encouraged before a formal rebuttal procedure is launched
- Rebuttal procedures must conform to the organization's rules and regulations in this regard

Principle 10: There must be different consequences for different levels of performance that are known to both supervisors and staff

- Organizations should clearly specify the administrative and other actions that address different levels of performance and communicate these to the staff
- It is desirable for human resource departments, while duly maintaining confidentiality, to provide periodic statistics on the administrative actions taken in response to different levels of performance.

A. Framework for recognition and reward programmes

General characteristics of merit awards

- They should be linked to the achievement of noteworthy accomplishments
- Merit rewards should be considered meaningful by the organization
- They should be proportionate to the achievement being recognized

Criteria for granting merit awards

- Exceptionally meritorious performance, outstanding productivity or exceptional act of service
- Applicable to individuals or teams
- All categories of staff are eligible
- Additional criteria may be established by each organization

Funding

- Appropriate budgetary arrangements should be made to ensure the long-term sustainability of the system. The overall cost of a recognition and reward programme should not exceed 1.5 per cent of an organization's projected remuneration costs (i.e., net remuneration for Professional and higher category staff, and salaries for the General Service and related categories)

Team awards

- Applicable to members of teams that made an outstanding/exceptional contribution to the work of the organization
- Team members receiving team rewards must have an individual performance rating of satisfactory or above
- Non-cash and cash rewards may be awarded

Basis for determining who receives an award

- Based primarily on ratings from performance appraisal system
- Establishment of a merit review body is encouraged to underline fairness and transparency

Types of awards

Non-cash:

- Certificate of appreciation
- Plaque/pin
- Books, electronic equipment or software
- Additional leave/sabbatical leave
- Travel/duty travel
- Other non-cash rewards as deemed appropriate

Cash:

- Flexible amounts of up to 10 per cent of net base salary (in the case of international staff in the Professional and higher categories, without the post adjustment)
- Differentiated cash rewards based on performance level to be encouraged
- Cash and non-cash rewards may be combined

B. Treatment of underperformance

General guidance

- Dealing with underperformance should be part of an organization's performance management strategy

- Early detection and corrective action are important
- Underperforming staff should be provided with opportunities to improve
- Cases of underperformance should be well documented

Specific measures to be adopted in cases of underperformance

- Withholding of salary increment until performance improves to a satisfactory level
- Performance improvement plan to be drawn up between the supervisor and the staff member, with specific performance indicators and timelines
- Appropriate training should be provided to the staff member if applicable

Consequences for persistent cases of underperformance

- Reassignment to another post or a lower level
- Non-extension/termination of appointment in accordance with organizational policy

ANNEX III

Salary scale for the Professional and higher categories:
Annual gross salaries and net equivalents after application of staff assessment
In US dollars - effective 1 January 2018

Level		I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII
USG	Gross	194,329												
	Net	143,757												
ASG	Gross	176,292												
	Net	131,853												
D-2	Gross	140,984	144,059	147,133	150,223	153,488	156,750	160,011	163,273	166,535	169,795			
	Net	108,189	110,341	112,493	114,647	116,802	118,955	121,107	123,260	125,413	127,565			
D-1	Gross	126,150	128,851	131,554	134,257	136,951	139,654	142,356	145,053	147,757	150,483	153,347	156,209	159,074
	Net	97,805	99,898	101,588	103,480	105,368	107,258	109,149	111,037	112,930	114,819	116,709	118,598	120,489
P-5	Gross	108,633	110,930	113,230	115,524	117,824	120,119	122,420	124,716	127,013	129,310	131,609	133,903	136,203
	Net	85,543	87,151	88,761	90,367	91,977	93,583	95,194	96,801	98,409	100,017	101,626	103,232	104,842
P-4	Gross	89,253	91,295	93,337	95,379	97,421	99,462	101,636	103,853	106,069	108,284	110,506	112,717	114,936
	Net	71,332	72,884	74,436	75,988	77,540	79,091	80,645	82,197	83,748	85,299	86,854	88,402	89,955
P-3	Gross	73,225	75,114	77,005	78,893	80,784	82,674	84,563	86,457	88,345	90,234	92,128	94,016	95,908
	Net	59,151	60,587	62,024	63,459	64,898	66,332	67,768	69,207	70,642	72,078	73,517	74,952	76,390
P-2	Gross	56,542	58,233	59,922	61,612	63,304	64,996	66,688	68,375	70,067	71,757	73,446	75,139	76,828
	Net	46,472	47,757	49,041	50,325	51,611	52,897	54,183	55,465	56,751	58,035	59,319	60,608	61,889
P-1	Gross	43,792	45,106	46,419	47,734	49,046	50,395	51,829	53,264	54,699	56,134	57,568	59,001	60,437
	Net	36,347	37,438	38,528	39,619	40,708	41,800	42,890	43,981	45,071	46,162	47,252	48,341	49,432

Note: Shaded steps are granted biennially

Pay points for staff beyond the maximum salaries on the unified salary scale
In US dollars - effective 1 January 2018

Level		PP1	PP2
P-4	Gross	117,154	119,373
	Net	91,508	93,001
P-3	Gross	97,796	99,686
	Net	77,825	79,261
P-2	Gross	78,520	N/A
	Net	63,175	
P-1	Gross	61,871	N/A
	Net	50,522	

Staff assessment to be used in conjunction with gross base salaries

Assessable income (United States dollars)	Assessment rate (percentage)
First 50,000	17
Next 50,000	24
Next 50,000	30
Remaining assessable amount	34

ANNEX IV

Guidelines for the employment of National Professional Officers (2017)¹

1. Recalling the requirement to preserve the universal character of the organizations of the United Nations common system embedded in the Charter of the United Nations, organizations shall recruit National Professional Officers in accordance with their mandates, taking into account their operational needs.
2. The employment of National Professional Officers by a given common system organization should be grounded in a policy framework established by that organization's legislative body, as required.
3. National Professional Officers should be nationals of, and be locally recruited within, the country of their employment. In their capacity as National Professional Officers, they may be subject to short-term duty assignments outside the country of their employment when this does not involve a change of duty station.
4. The same standards of recruitment qualifications and performance as are required for international Professional staff should apply to National Professional Officers. National Professional Officers bring national experience and knowledge to the work of their organization in their country of employment.
5. National Professional Officer posts are graded on the basis of the Job Evaluation Master Standard for the Professional and higher categories. conditions of service are established in accordance with the principle of the best prevailing conditions in the locality for functions at the same level, through the application of the local salary survey methodology promulgated by ICSC.
6. The organizations of the United Nations common system should not recruit National Professional Officers in the eight headquarters duty stations of the common system.²

¹ *Official Records of the General Assembly, Seventy-second session, Supplement No. 30 (A/72/30), Annex II,*

² Geneva, London, Madrid, Montreal, New York, Paris, Rome and Vienna.