

IICA/CE/Res.419(XXIV-O/04)  
22-23 July 2004  
Original: English

**RESOLUTION No. 419**

**AMENDMENTS TO THE STAFF RULES AND TO THE SYSTEM FOR THE  
DETERMINATION OF REMUNERATION OF IICA PERSONNEL**

The EXECUTIVE COMMITTEE, at its Twenty-fourth Regular Meeting,

HAVING SEEN:

Documents IICA/CE/Doc.448(04) "Proposed Amendments to the Staff Rules" and IICA/CE/Doc.449(04) "Proposed Amendments to the System for the Determination of Remuneration of IICA Personnel,"

CONSIDERING:

That some provisions of the Staff Rules and the System for the Determination of Remuneration of IICA Personnel (Remuneration System) warrant revision in order to reflect current practices within the Institute, clear up ambiguities and facilitate improvements to the Human Resources system as recommended by the Director General;

That the Special Advisory Commission on Management Issues, at its last meeting, considered and analyzed draft modifications to the Staff Rules and the Remuneration System that were proposed by the Director General, and that, based on the Commission's observations and the comments received subsequently from the members of the Commission and the Institute's other Member States, the Director General amended the proposal for consideration by this Executive Committee;

That pursuant to Article 3(h) of its Rules of Procedure, the Executive Committee is empowered to amend the Staff Rules and the Remuneration System, provided that the amendments are consistent with the Rules of Procedure of the General Directorate and the Program Budget resolution currently in force,

**RESOLVES:**

To adopt the amendments to the Staff Rules and the Remuneration System, as set out in Appendices A and B of this resolution.

## APPENDIX A

## STAFF RULES

Current Text	Proposed Text <sup>1</sup>
<b>Introduction</b>	<b>Introduction</b>
<p>The Rules contained in this document expand upon and supplement the Rules of Procedure of the General Directorate, Official Document Series No. 22. These Rules are intended to be the norms of operation for use by the Director General. The provisions of this document will not be interpreted as modifying any of the decisions of the Inter-American Board of Agriculture (IABA), but are to supplement them and to provide the Director General with the necessary instruments to exercise his prerogatives and defined responsibilities.</p>	<p>The Rules contained in this document expand upon and supplement the Rules of Procedure of the General Directorate, Official Document Series No. 22. These Rules are intended to be the norms of operation for use by the Director General. The provisions of this document will not be interpreted as modifying any of the decisions of the Inter-American Board of Agriculture (IABA), but are to supplement them and to provide the Director General with the necessary instruments to exercise his prerogatives and defined responsibilities.</p>
<p>In accordance with the powers granted him by the Convention and within the provisions of the Rules of Procedure of the General Directorate, the Director General is the final authority in all matters concerning the regulations established in these rules, and only he may authorize exceptions to the provisions they contain.</p>	<p>In accordance with the powers granted him by the Convention and within the provisions of the Rules of Procedure of the General Directorate, the Director General is the final authority in all matters concerning the regulations established in these rules, and only he may authorize exceptions to the provisions they contain.</p>

<sup>1</sup> Deletions from current text are in ~~strikeout~~; new text is in bold and italics. Use of male pronoun is gender neutral, unless the context clearly suggests otherwise.

<p>Along with the Rules of Procedure of the General Directorate and the pertinent resolutions of the Board, these rules provide the framework for a just system of personnel administration. In so doing, they create an environment for greater efficiency and harmony for all of the staff members of the Institute.</p>	<p>Along with the Rules of Procedure of the General Directorate and the pertinent resolutions of the Board, these rules provide the framework for a just system of personnel administration. In so doing, they create an environment for greater efficiency and harmony for all of the staff members of the Institute.</p>
<p>These rules satisfy the requirements of Article 3.h of Chapter I of the Rules of Procedure of the Executive Committee. References to the pertinent articles of the Rules of Procedure of the General Directorate are shown for cross reference, in parentheses.</p>	<p>These rules satisfy the requirements of Article 3.h of Chapter I of the Rules of Procedure of the Executive Committee. References to the pertinent articles of the Rules of Procedure of the General Directorate are shown for cross reference, in parentheses.</p>
	<p><i>These Staff Rules contain a glossary of the terms used in them and in the document entitled System for the Determination of Remuneration for IICA Personnel. For the correct interpretation and application of these Rules and that document, users should consult the glossary.</i></p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The purpose of this provision is to remind users of the Rules that there is a glossary and that the definitions contained therein are important for applying and interpreting the Rules. Users often either do not realize there is a glossary or do not consult it, which leads to unnecessary misunderstandings and mistakes.</p>	

<b>STAFF RULES</b>  <b>CHAPTER I</b> <b>ORGANIZATION OF PERSONNEL</b>	
Current Text	Proposed Text
<b>Rule 1.3 Advisory Committee on Classification</b>	<b>Rule 1.3 Advisory Committee on Classification</b>
<p>The Director General will appoint a Human Resources Committee to advise the Director General on matters relating to the classification of positions and the selection of professional personnel to be hired. Its members shall include the Deputy Director General, the Assistant Deputy Directors General, the Director of Finance, the Director of Programming and Evaluation and the Director of Human Resources, who will be the Committee's Secretary. The Area Directors, other Directors, Legal Advisor or any other officials from the Institute may be consulted.</p>	<p><del>The Director General will appoint a Human Resources Committee to advise the Director General on matters relating to the classification of positions and the selection of professional personnel to be hired. Its members shall include the Deputy Director General, the Assistant Deputy Directors General, the Director of Finance, the Director of Programming and Evaluation and the Director of Human Resources, who will be the Committee's Secretary. The Area Directors, other Directors, Legal Advisor or any other officials from the Institute may be consulted.</del></p>
	<p><b><i>Rule 1.3 Human Resources Advisory Committee</i></b></p> <p><b><i>The Human Resources Advisory Committee (HRAC) shall serve as the Joint Advisory Committee on Reconsideration and the Joint Committee on Disciplinary Measures provided for under these Rules, and shall advise the Director General on other human resource matters. The Committee shall have a minimum of three members, at least one of whom</i></b></p>

	<i>shall be a Headquarters staff member appointed by the Staff Association. Its other members shall be appointed by the Director General. The Director of Human Resources shall serve as the Committee's Secretary.</i>
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**SECTION ANALYSIS**

IICA's current rules provide for a number of specialized human resources committees covering the various dimensions of human resources management. They include the advisory committees on classification, on disciplinary matters and on reconsideration. Unfortunately, IICA no longer has the resources to staff and coordinate all these committees. Savings and greater efficiency can be realized by combining these committees into one Advisory Committee with expertise and experience in all aspects of human resources management. The text of the proposed rule is entirely new.

The Rules of Procedure of the General Directorate ("RPGD") require that at least one member of the current Disciplinary Measures and Reconsideration Committees be appointed by the Staff Association. It is for this reason that this new Committee, which will also serve as the Disciplinary Measures and Reconsideration Committees, must have a member appointed by the Staff Association. A new rule 10.7.3, introduced later in these modifications, guards against possible conflicts of interest when the Committee meets as a Joint Advisory Committee on Reconsideration.

The Committee will comprise at least three (3) members in order to facilitate the application of Rule 10.7.3 on conflicts of interests.

<b>Current Text</b>	<b>Proposed Text</b>
<p><b>Rule 1.5 Types of Personnel</b></p> <p>1.5.2 Local Personnel</p> <p>a.</p>	<p><b>Rule 1.5 Types of Personnel</b></p> <p>1.5.2 Local Personnel</p> <p>a. The change did not affect the English text.</p>
<p>b. General Services: persons performing tasks for which specific technical training may</p>	<p>b. General Services <b>Personnel:</b> <del>persons performing</del> <b>perform</b> tasks for which specific technical</p>

or may not be necessary, but do not necessarily require a professional degree. They are hired locally to perform support functions or to provide auxiliary services, not subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.

training may or may not be necessary, ~~but do not necessarily require~~ **and a professional degree is not indispensable.** They are hired locally **under local labor laws and practices** to perform support functions or to provide auxiliary services, **and they are not** subject to lengthy transfers to or assignments at a duty station other than the country in which they were hired. Their labor relations are also covered by all pertinent stipulations of the Institute's Rules of Procedure or regulations that do not contradict these local labor laws. These staff members need not be nationals of the country in which they work. However, they must have the appropriate documentation that allows them to legally work in the country.

#### SECTION ANALYSIS

The change in part a. affects only the Spanish text. The original text of this Rule is written in English, which, in line 5, refers to laws and practices. Inasmuch as there is no reference to practices in the Spanish text, the term has been added.

The change in part b. corrects an inadvertent omission in the first sentence of the text of this Rule, which occurred when it was last modified in 2001. In Section a. of this Rule, on Local Professional Personnel, reference is made to "those local laws and practices." A similar reference is necessary in the Spanish version. To resolve this problem, we suggest that the new text above, in **bold**, be added to this Rule.

**STAFF RULES**

**CHAPTER III  
DUTIES, OBLIGATIONS AND PRIVILEGES**

<b>Current Text</b>	<b>Proposed Text</b>
	<p><i>Rule 3.10 Privileges, Immunities and Exemptions</i></p> <p><b>3.10.3</b> <i>Any and all privileges and immunities accorded to staff members by the Member States by way of agreement, legislation, or custom and practice, are granted in the interests of the Institute and not for the personal benefit of the individuals themselves. The Director General may waive the immunity of any staff member in any case where, in the Director General's opinion, the immunity would impede the course of justice and can be waived without prejudice to the interests of the Institute.</i></p>
	<p><b>3.10.4</b> <i>Without prejudice to the above-mentioned privileges and immunities, it is the duty of each staff member to respect the laws of his duty station or of any Member State in which he is on mission or to which he is otherwise assigned.</i></p>
	<p><b>3.10.5</b> <i>Prior to leaving his duty station, retiring, or otherwise separating from service, a staff</i></p>

	<p><i>member who is not an immigrant or citizen of the duty station country and against whom a civil action is pending in any court in his duty station in relation to activities for which there is no immunity under the corresponding agreements and laws, or for which immunity has been waived, must appoint an agent resident in the duty station. The staff member shall authorize that agent to receive process relating to the civil action, and in the event a final judgment is issued against the staff member, to receive salary, pensions and other remuneration due to him from the General Directorate, so that such salary, pensions, and other remuneration may be available to satisfy the judgment. In the event the staff member fails to appoint that agent, the General Directorate shall have the authority to appoint an agent for him and may do so. Any agent so appointed pursuant to this paragraph shall be resident in the duty station, or in any other locations which the General Directorate deems appropriate.</i></p>
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### **SECTION ANALYSIS**

The text of this proposed rule is entirely new. The purpose of this provision is to remind staff members that the privileges and immunities accorded to them by the Member States are solely for enabling the Institute to carry out its functions and achieve its objectives. It also reminds them that such privileges and immunities do not exonerate the staff member from complying with local laws. Finally, it intends to assure that staff members do not abuse those privileges and immunities, and fulfill their legal responsibilities before leaving a duty station. This text is identical to a similar text adopted for this purpose by the General Secretariat of the Organization of American States at the urging of several Member States, largely to ensure that staff comply with their domestic support obligations and not seek to avoid them through their immunities.

<b>STAFF RULES</b>  <b>CHAPTER IV</b> <b>SALARIES, ALLOWANCES, BENEFITS AND ADJUSTMENTS</b>	
Current Text	Proposed Text
<p><b>4.2.8 Recognition for Years of Service</b></p> <p>a. A bonus in recognition of years of service shall be paid to all International Professional staff members who have completed two years of service and who resign or whose appointment is terminated for reasons of health, the elimination of the contract of employment, retirement, or death. (Articles 63 and 64)</p>	<p><b>4.2.8 Recognition for Years of Service</b></p> <p>a. A bonus in recognition of years of <i>continuous</i> service <b>as a staff member</b> shall be paid to all International Professional staff members who have completed two years of service <b>as staff members</b> and who resign or whose <i>staff</i> appointment is terminated for reasons of health, the elimination of the contract of employment, retirement, or death. (Articles 63 and 64)</p>

**STAFF RULES**

**CHAPTER IV  
SALARIES, ALLOWANCES, BENEFITS AND ADJUSTMENTS**

<b>Current Text</b>	<b>Proposed Text</b>
<p><b>4.2.10 Merit Bonus</b></p> <p>A special bonus for exceptionally high levels of performance as attested to through the performance appraisal procedures may be granted by the Director General.</p>	<p><b>4.2.10 Merit Bonus</b></p> <p><del>A special bonus for exceptionally high levels of performance as attested to through the performance appraisal procedures may be granted by the Director General.</del></p> <p><i>International Professional staff members are eligible to earn a merit bonus, according to the terms and conditions established in the System for the Determination of Remuneration of IICA Personnel.</i></p>

**SECTION ANALYSIS**

The text of this proposed rule is entirely new. Changes proposed in the Remuneration System provide for the possible payment of a bonus to all staff members who receive an evaluation of totally satisfactory or better. The present text of Rule 4.2.10 restricts the bonus only to those who perform at “exceptionally high levels.” For that reason, new text is necessary for this Rule to correspond to the modification of the bonus provision set out in the Remuneration System.

Current Text	Proposed Text
<p><b>4.3.5 Recognition for Years of Service</b></p> <p>a. A bonus for years of service will be paid to Local Professional Personnel according to the provisions of the Remuneration System.</p>	<p><b>4.3.5 Recognition for Years of Service</b></p> <p>a. A bonus for years of <i>continuous</i> service <i>as a staff member</i> will be paid to Local Professional Personnel according to the provisions of the Remuneration System.</p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The purpose of these corrections to the text of this Rule is to clarify and give some guidance for the reasonable application of the rules governing the payment of the bonus in Recognition of Years of Service when a staff member, having observed good behavior, separates from service. Some have expressed doubt as to whether the benefit should take into account all service, including that rendered as independent contractors, volunteers, and employees of independent contractors. Obviously, as the practice in other international organizations in applying termination payments indicates, the intent of this rule is to take into account service as a staff member, nothing more. Similarly, as the table in Section 4.8(b) of Part I of the <u>System for the Determination of Remuneration of IICA Personnel</u> (“the Remuneration System”) suggests, the benefit is intended only to take into account continuous service.</p>	
Current Text	Proposed Text
<p><b>4.4.3 Recognition for Years of Service</b></p> <p>a. A bonus for years of service will be paid to General Services Personnel according to the provisions of the Remuneration System.</p>	<p><b>4.4.3 Recognition for Years of Service</b></p> <p>a. A bonus for years of <i>continuous</i> service <i>as a staff member</i> will be paid to General Services Personnel according to the provisions of the Remuneration System.</p>

## SECTION ANALYSIS

The purpose of these corrections to the text of this Rule is to clarify and give some guidance for the reasonable application of the rules governing the payment of the bonus in Recognition of Years of Service when a staff member, having observed good behavior, separates from service. Some have expressed doubt as to whether the benefit should take into account all service, including that rendered as independent contractors, volunteers, and employees of independent contractors. Obviously, as the practice in other international organizations in applying termination payments indicates, the intent of this rule is to take into account service as a staff member, nothing more. Similarly, as the table in Section 4.8(b) of Part I of the System for the Determination of Remuneration of IICA Personnel (“the Remuneration System”) suggests, the benefit is intended only to take into account continuous service.

<b>STAFF RULES</b>	
<b>CHAPTER V</b>	
<b>CHANGE IN STATUS AND PERFORMANCE OF DUTIES</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<p><b>Rule 5.8 Performance Appraisal</b></p> <p>5.8.1 Aiming at a better utilization of human resources, each officer who has other staff members directly under his supervision shall make a periodic review and appraisal of each staff member at least once every two years. In addition to this appraisal by first level supervisors, there shall be a system of appraisal and review by the second level and higher if necessary. Staff members will be rated for both technical ability and administrative ability. The appraisal shall determine the efficiency of the staff member, his deficiencies, and his actual and potential capabilities. (Article 39)</p>	<p><b>Rule 5.8 Performance Appraisal</b></p> <p>5.8.1 <del>Aiming at</del> For the purpose of achieving a better utilization of human resources, each officer who has other staff members directly under his supervision shall make a periodic review and appraisal of each staff member at least once <del>every two years</del> <b>a year</b>. In addition to this appraisal by first-level supervisors, there shall be a system of appraisal and review by the second level and higher if necessary. Staff members will be rated for both technical ability and administrative ability. The appraisal shall determine the efficiency of the staff member, his deficiencies, and his actual and potential capabilities. (Article 39)</p>
<b>SECTION ANALYSIS</b>	
<p>The purpose of this modification is to make this Rule consistent with the new evaluation system, which requires annual evaluations</p>	

**STAFF RULES**  
**CHAPTER V**  
**CHANGE IN STATUS AND PERFORMANCE OF DUTIES**

Current Text	Proposed Text
	<p><b>Rule 5.8 Performance Appraisal</b></p> <p><i>5.8.9 The following rules apply exclusively to challenging evaluations:</i></p>
	<p><i>a. A staff member who wishes to challenge his evaluation may indicate his disagreement with the evaluation in the place indicated on the evaluation form and present it to the Directorate of Human Resources (“DHR”) by the established deadline, together with a memorandum which explains the specific reasons for his disagreement.</i></p>
	<p><i>b. The DHR will review the challenge and notify the staff member of its decision to leave it as it is or to send it to the Evaluation Review Committee (“ERC”).</i></p>
	<p><i>c. The ERC shall include at least one Headquarters staff member, appointed by the Staff Association as its representative, and other staff members appointed by the Director General.</i></p>
	<p><i>d. If the staff member is not satisfied with the decision to leave the evaluation as is, he</i></p>

	<p><i>may request reconsideration of the evaluation by submitting a memorandum to the Director of DHR within twenty working days following receipt of the notification to leave it as is. The Director of DHR shall immediately transmit the request to the ERC for reconsideration and evaluation.</i></p>
	<p><i>e. The provisions on hearings and reconsideration established in Chapter X of these Staff Rules are not applicable for challenging an evaluation. Rather, the first revision by DHR, described in section b. above, is the hearing required under Article 65 of the RPGD; the reconsideration undertaken by the ERC, together with the final decision of the Director General provided for under this Rule, is the reconsideration established under Articles 66-67 of the RPGD.</i></p>

## **SECTION ANALYSIS**

The text of this proposed rule is entirely new. The purpose of this Rule is to streamline the internal grievance process for considering and reconsidering challenges to evaluations. The rules of the Institute provide each staff member with the right to a hearing, and then reconsideration, of any personnel decision affecting their interest, and the annual evaluation is one such decision. The evaluation process also guarantees each staff member the right to a two-step review. Without this rule, each complaint about an evaluation would have to pass through four levels of review before being eligible for adjudication in a judicial forum. First it would go to DHR for review, then to the ERC, and then, if the staff member were still unsatisfied, to a hearing and then still another reconsideration by the Reconsideration Committee. That process would be expensive to administer and time consuming -- to the prejudice of both the Institute and the staff member.

This new Rule 5.8.9 would avoid the unnecessary expense of multiple reviews and accelerate the process by designating the special review process established in the Evaluation System as the hearing and reconsideration required under the RPGD. Inclusion of an appointee of the Staff Association on the ERC satisfies the requirement that a staff member appointed by the Staff Association serve on the Reconsideration Committee.

<b>STAFF RULES</b>	
<b>CHAPTER X DISCIPLINE AND RECONSIDERATION</b>	
<i>Current Text</i>	<i>Proposed Text</i>
<p><b>Rule 10.4 Joint Committee on Disciplinary Measures</b></p> <p>10.4.1 The Director General shall establish an advisory body called the Joint Committee on Disciplinary Measures to advise him on disciplinary measures and their application. (Article 57)</p>	<p><b>Rule 10.4 Joint Committee on Disciplinary Measures</b></p> <p><del>10.4.1 The Director General shall establish an advisory body called the Joint Committee on Disciplinary Measures to advise him on disciplinary measures and their application. (Article 57)</del></p>
<p>10.4.2 The Joint Committee shall be made up of three staff members, as follows:</p>	<p><del>10.4.2 The Joint Committee shall be made up of three staff members, as follows:</del></p>
<p>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</p>	<p><del>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</del></p>
<p>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association to serve for a period of up to 12 months.</p>	<p><del>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff Association to serve for a period of up to 12 months.</del></p>

<p>c. A principal chairman and two alternates chosen by the Director General, from a list of ten staff members that the Committee on Human Resources (Rule 2.3.1) shall prepare each year in agreement with the Staff Association. If, during the year, any of the persons on the list is unable to serve, replacements shall be selected in the same manner as those on the original list.</p>	<p><del>e. A principal chairman and two alternates chosen by the Director General, from a list of ten staff members that the Committee on Human Resources (Rule 2.3.1) shall prepare each year in agreement with the Staff Association. If, during the year, any of the persons on the list is unable to serve, replacements shall be selected in the same manner as those on the original list.</del></p>
<p>10.4.3 Members of the Joint Committee shall be eligible for reappointment.</p>	<p><del>10.4.3 Members of the Joint Committee shall be eligible for reappointment.</del></p>
<p>10.4.4 The Joint Committee, by majority, may declare that any of its members may not hear a particular matter, if it is deemed advisable in view of the relations existing between the Committee member and the staff member affected, or the nature of the matter under consideration. The Joint Committee may excuse any of its members from hearing a particular matter. In such cases, the Committee member must be replaced by one of his alternates.</p>	<p><del>10.4.4 The Joint Committee, by majority, may declare that any of its members may not hear a particular matter, if it is deemed advisable in view of the relations existing between the Committee member and the staff member affected, or the nature of the matter under consideration. The Joint Committee may excuse any of its members from hearing a particular matter. In such cases, the Committee member must be replaced by one of his alternates.</del></p>

<p>10.4.5 The principals and alternates appointed in accordance with Rule 10.4.2 (a), (b) and (c), may be replaced pursuant to the provisions of Rule 10.4.2. If the principals and the alternates of any case cannot serve and must be replaced after the hearing has begun, the hearing shall be terminated and a new hearing process shall begin only after the new Committee member has been appointed under the provisions of Rule 10.4.4.</p>	<p><del>10.4.5 The principals and alternates appointed in accordance with Rule 10.4.2 (a), (b) and (c), may be replaced pursuant to the provisions of Rule 10.4.2. If the principals and the alternates of any case cannot serve and must be replaced after the hearing has begun, the hearing shall be terminated and a new hearing process shall begin only after the new Committee member has been appointed under the provisions of Rule 10.4.4.</del></p>
	<p><b><i>10.4.1 The Joint Committee on Disciplinary Measures required under Article 57 of the RPGD is the Human Resources Advisory Committee established under Rule 1.3 of these Staff Rules. The Committee's recommendations to the Director General are purely advisory.</i></b></p>
	<p><b><i>10.4.2 The references to the Joint Committee on Disciplinary Measures contained in these Staff Rules and other norms of the Institute refer and apply to the Human Resources Advisory Committee in its exercise of its disciplinary functions.</i></b></p>

## SECTION ANALYSIS

The text of this proposed rule is entirely new. The modifications to this Rule are intended to make it consistent with the decision to create the HRAC. The Institute no longer has the resources for a multitude of different committees to deal with human resources issues. The decision to use the HRAC as a disciplinary committee obviates the need for the detailed provisions in the present version of Staff Rule 10.4 on Committee selection, replacement, and procedures.

Current Text	Proposed Text
<p><b>Rule 10.7 Joint Advisory Committee on Reconsideration</b></p> <p>10.7.1 When a case is presented to the Director General for reconsideration, the Director General shall establish an advisory body called the Joint Advisory Committee on Reconsideration, to advise him on reviewing the case, in accordance with Rule 10.5.1. (Article 67)</p>	<p><b>Rule 10.7 Joint Advisory Committee on Reconsideration</b></p> <p><del>10.7.1 When a case is presented to the Director General for reconsideration, the Director General shall establish an advisory body called the Joint Advisory Committee on Reconsideration, to advise him on reviewing the case, in accordance with Rule 10.5.1. (Article 67)</del></p>
<p>10.7.2 The Joint Advisory Committee on Reconsideration shall be made up of three members, as follows:</p>	<p><del>10.7.2 The Joint Advisory Committee on Reconsideration shall be made up of three members, as follows:</del></p>
<p>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</p>	<p><del>a. A principal member and two alternates to replace the principal member when necessary, designated by the Director General.</del></p>
<p>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff</p>	<p><del>b. A principal member and two alternates to replace the principal when necessary, designated by the Staff</del></p>

Association.	<del>Association.</del>
<p>c. A principal Chairman selected for each case by the Director General, from a list of ten staff members that shall be prepared each year by the Advisory Committee on Human Resources in agreement with the Staff Association. (Staff Rule 2.3.1)</p>	<p><del>e. A principal Chairman selected for each case by the Director General, from a list of ten staff members that shall be prepared each year by the Advisory Committee on Human Resources in agreement with the Staff Association. (Staff Rule 2.3.1)</del></p>
	<p><b>10.7.1</b> <i>The Joint Advisory Committee on Reconsideration required under Article 67 of the RPGD is the Human Resources Advisory Committee established under Rule 1.3 of these Staff Rules. The Committee's recommendations to the Director General are purely advisory.</i></p>
	<p><b>10.7.2</b> <i>The references to the Joint Advisory Committee on Reconsideration contained in these Staff Rules and other norms of the Institute refer and apply to the Human Resources Advisory Committee in its exercise of its reconsideration functions.</i></p>
	<p><b>10.7.3</b> <i>At the request of the interested staff member, a member of the Joint Advisory Committee on Reconsideration who, as a member of the Human Resources Advisory</i></p>

	<p><i>Committee, previously advised on the matter under reconsideration, shall be replaced by another to avoid possible conflicts of interest.</i></p>
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**SECTION ANALYSIS**

The text of this proposed rule is entirely new. The modifications to this Rule are intended to make it consistent with the decision to create the HRAC. The Institute no longer has the resources for a multitude of different committees to deal with human resources issues. The decision to use the HRAC as a reconsideration committee obviates the need for the detailed provisions in the present version of Staff Rule 10.7 on Committee selection, replacement, and procedures. The purpose of Rule 10.7.3 is to guard against possible conflicts of interest.

<b>STAFF RULES</b>	
<b>APPENDIX</b>	
<b>Current Text</b>	<b>Proposed Text</b>
<b>Definitions</b>	<i>Glossary</i>
	<i>RPGD: abbreviation for Rules of Procedure of the General Directorate</i>
	<i>Remuneration System: the document entitled System for the Determination of Remuneration of IICA Personnel</i>
	<i>Years of service: time of service as a staff member of the Institute. It does not include, inter alia, service as a consultant, as another type of independent contractor, or as an employee or agent of another independent contractor serving the Institute</i>
<b>SECTION ANALYSIS</b>	
<p>The purpose of these additional definitions is to facilitate a uniform application and interpretation of the Staff Rules. The reason the adjective “continuous” is not used in the definition of years of service is because, under some Rules, all years of service as staff members, including those that are not continuous, are taken into account.</p>	

## APPENDIX B

### SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA PERSONNEL

#### INTRODUCTION

Current Text	Proposed Text <sup>2</sup>
	<p><i>The definitions in the glossary attached to the IICA's Staff Rules apply to this document. For the correct interpretation and application of the terms used herein, users should consult the glossary.</i></p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>The purpose of this proposed provision is to remind users of the Rules that there is a glossary and that the definitions contained therein are of critical importance for applying and interpreting the Staff Rules and the Remuneration System. Users often either do not realize there is a glossary or forget that it exists, which leads to misunderstandings and mistakes.</p>	

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<sup>2</sup> Deletions from current text are in strikeout; new text is in bold and italics. Use of male pronoun is gender neutral, unless the context clearly suggests otherwise.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>1. Salary Schedule</b>	<b>1. Salary Scale</b>
<p>b. The salary differentials between the grade levels are at a fixed percentage of the first step of the immediately preceding grade level. From P-1 to P-5 that percentage is 21%. From P-5 to D-2, that percentage is 13%. There are 20 within-grade steps for each grade level from P-1 through P-5, established at a fixed amount based on a percentage of the salary of P-1 step 1. At the levels of P-6, D-1 and D-2 there are 10 within grade steps. The first 10 steps of each of the grades are established at 3.5% of the salary of the P-1 step 1 and the steps from 10 to 20 are established at 2% of P-1 step 1.</p>	<p>b. The salary differentials between the grade levels are at a fixed percentage of the first step of the immediately preceding grade level. From P-1 to P-5, that percentage is 21%. From P-5 to D-2, that percentage is 13%. <del>There are 20 within grade steps for each grade level from P-1 through P-5, established at a fixed amount based on a percentage of the salary of P-1 step 1. At the levels of P-6, D-1 and D-2 there are 10 within grade steps. The first 10 steps of each of the grades are established at 3.5% of the salary of the P-1 step 1 and the steps from 10 to 20 are established at 2% of P-1 step 1.</del></p>
<p>The first 10 steps will be available as entrance levels and for advancement for seniority and satisfactory performance. Those steps beyond step 10 will be available only through</p>	<p><del>The first 10 steps will be available as entrance levels and for advancement for seniority and satisfactory performance. Those steps beyond step 10 will be available only through</del></p>

seniority and performance at the satisfactory level.

~~seniority and performance at the satisfactory level.~~

**SECTION ANALYSIS**

The text eliminated from this Rule refers to steps in the salary scale and the percentage differences between them. The General Directorate intends to reduce the number of steps in each grade from twenty to a number more consistent with that of the salary scales of other inter-American organizations. The reduction in steps is to be balanced by an increased opportunity for staff to earn bonuses, based on totally satisfactory performance or better. The change in the text is necessary to accommodate this new concept of a more modern compensation system more squarely based on individual performance.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>1. Salary Schedule</b>	<b>1. Salary Scale</b>
d. Salary increases for individual staff members will be possible under the following conditions:	d. Salary increases for <del>individual</del> staff members will be possible under the following conditions:
	i. When salary scales are changed as in c. above;
	ii. <del>by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del>
	ii. <del>iii.</del> by merit (when performance is <b>fully</b> satisfactory or <del>higher</del> <b>better</b> as recognized in the appropriate procedures; and
	iii. <del>iv.</del> by promotion.
<b>SECTION ANALYSIS</b>	
The new merit system requires an evaluation of fully satisfactory as a requisite for eligibility for a step increase or a bonus. Thus the addition of the word "fully" to this provision is necessary to reflect that requirement.	

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>2. Merit System</b>	<b>2. Merit System</b>
<p>An effective personnel salary system must be accompanied by a merit system that rewards above average performance and self-development on the part of the individual. An objective and equitable merit system requires careful management and monitoring. It must screen out the indiscriminate enthusiasm or personal bias of supervisors and it must be perceived as fair by all staff members. Thus, the remuneration system identifies a fixed amount that shall be awarded on the basis of merit. The importance of this element of the system is that it offers as incentive for the more serious and skilled staff members to keep improving their performance and provides the Institute with a means of rewarding them other than by promotion.</p>	<p>An effective personnel salary system must be accompanied by a merit system that rewards above average performance and self-development on the part of the individual. An objective and equitable merit system requires careful management and monitoring. <del>It must screen out the indiscriminate enthusiasm or personal bias of supervisors and it must be perceived as fair by all staff members.</del> Thus, the remuneration system identifies a fixed amount that shall be awarded on the basis of merit. The importance of this element of the system is that it offers an incentive for the <del>more serious and</del> skilled <b>and experienced</b> staff members to keep improving their performance and provides the Institute with a means of rewarding them other than by promotion.</p>
<p>The merit system shall be for recognition of performance at levels above the level of satisfactory. No increase shall be granted for levels of performance at the acceptable level or below.</p>	<p>The merit system shall be <del>for recognition</del> <b>recognize fully satisfactory</b> performance at levels <del>above the level of satisfactory</del> <b>or better</b>. No increase shall be granted for levels of performance at the <del>acceptable level or below</del> <b>below fully satisfactory. Based on their annual performance evaluation, staff members may be eligible for an</b></p>

	<p><i>annual bonus or a step increase in grade.</i></p>
<p>Staff members will be eligible to progress from steps 1 to 20, in each grade level shown on the salary schedule, with the combination of seniority and satisfactory performance. Depending upon their level of performance, staff members will be eligible for up to two steps every two years. The determinations as to whether or not a staff member should receive an increase, and the number of steps to be granted, will be made through the performance appraisal system.</p>	<p><del>Staff members will be eligible to progress from steps 1 to 20, in each grade level shown on the salary schedule, with the combination of seniority and satisfactory performance. Depending upon their level of performance, staff members will be eligible for up to two steps every two years. The determinations as to whether or not a staff member should receive an increase, and the number of steps to be granted, will be made through the performance appraisal system.</del></p>
<p>In addition, there will be a provision for a bonus for exceptionally high levels of performance. The bonus will not be available for staff members appointed to positions of trust. The bonus will be a single payment to be made at the end of a completed year of service. The amount shall not exceed 5% of the staff member's salary earned during that year.</p>	<p><del>In addition, there will be a provision for a bonus for exceptionally high levels of performance. The bonus will not be available for staff members appointed to positions of trust. The bonus will be a single payment to be made at the end of a completed year of service. The amount shall not exceed 5% of the staff member's salary earned during that year.</del></p>
<p><b>SECTION ANALYSIS</b></p> <p>The purpose of these modifications is to make the text on the Merit System consistent with the new performance evaluation system. Under the new system, staff are evaluated on a five-point scale. The middle point is "fully satisfactory." Under the previous system, the middle point was "satisfactory." The new system provides for annual evaluations rather than the biennial evaluations of the previous system.</p>	
<p>Under the previous system, staff were eligible for as many as two step increases based on the biennial evaluation if their performance was better than satisfactory. Under the new system, they will normally be granted annual bonuses for fully satisfactory or</p>	

better performance. The better the performance, the better the bonus will be relative to others. The staff member who achieves an evaluation of at least fully satisfactory shall have the option of electing a bonus or a step increase; however, staff members in the last step of their grade may receive only a bonus.

The new system replaces a system that allowed staff members to improve their basic salary by advancing step by step within a particular grade level based on a combination of merit and seniority, with a system based principally on merit. Bonuses for better than fully satisfactory performance are expected to exceed the amount of step increases; however, the bonus is fundamentally different from the step increase because once a step increase is given, it remains part of the staff member's basic salary forever. In contrast, a bonus is a one-time payment; it does not become part of the staff member's basic salary.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART I  
INTERNATIONAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>4.8 Recognition of Years of Service</b>	<b>4.8 Recognition of Years of Service</b>
a. A bonus for recognition for years of service shall be paid to all International Professional Personnel who resign or whose appointments are terminated for reasons of health, the elimination of the contract or employment, retirement or death (Article 57)	a. A bonus for recognition for years of <i>continuous</i> service <i>as a staff member</i> shall be paid to all International Professional Personnel who resign or whose appointments are terminated for reasons of health, the elimination of the contract <del>or</del> <i>of</i> employment, retirement or death. (Article <del>57</del> <i>63</i> )
<p><b>SECTION ANALYSIS</b></p> <p>This modification is necessary to make this Rule consistent with the new proposed text for Staff Rule 4.2.8.</p>	

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART II  
LOCAL PROFESSIONAL CATEGORY PERSONNEL**

<b>Current Text</b>	<b>Proposed Text</b>
<b>1. Salary Schedule</b>	<b>1. Salary Scale</b>
a. A numerical identification of grade levels from PL-1 to PL-5. Within each level there shall be 20 within-grade steps.	a. A numerical identification of grade levels from PL-1 to PL-5. <del>Within each level there shall be 20 within-grade steps.</del>
b. The initial levels of salary for each grade of the Local Professional category shall be determined by legal minimum salary levels and by conducting comparability studies of classification grade and salary in each country using government agencies, public corporations and private national and multinational corporations.	b. The initial levels of salary for each grade of the Local Professional category shall be determined <del>by</del> <b>taking into account</b> legal minimum salary levels and <del>by conducting</del> comparability studies of classification grade and salary in each country, <del>using</del> <b>based on</b> government agencies, public corporations and private national and multinational corporations.
c. Salary schedules will be adjusted according to local labor laws when a cost-of-living increase is decreed.	c. Salary scales will be adjusted according to local labor laws when a cost-of-living increase is decreed.
d. At a minimum of once a year a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate	d. <del>At a minimum of once a year</del> <b>As necessary</b> a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and

<p>adjustments will be made, within the budgetary possibilities of the Institute.</p>	<p>appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p>
<p>e. Salary increase for individual staff members will be possible under the following conditions:</p>	<p>e. Salary increases for individual staff members will be possible under the following conditions:</p>
<p>i. when salary schedules are changed through c. or d. above;</p>	<p>i. when salary scales are changed through c. or d. above;</p>
<p>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</p>	<p><del>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del></p>
<p>iii. by merit when performance is satisfactory or higher as recognized in the appropriate procedures; and</p>	<p>ii. <del>iii.</del> By merit when performance is <b>fully</b> satisfactory or <del>higher</del> <b>better</b> as recognized in the appropriate procedures; and</p>
<p>iv. by promotion.</p>	<p>iii. <del>iv.</del> by promotion.</p>

### **SECTION ANALYSIS**

The implementation of the new evaluation and merit system is combined with changes to the salary scale, including reducing the number of steps in the salary scale. To make this Rule consistent with that decision, the text referring to the number of steps in the scale has been eliminated from this Rule. We also modified part d. to reflect the reality that IICA no longer conducts annual salary surveys in the field because they are extremely expensive and there are not sufficient budgeted resources to do so. Finally, we have modified the text to indicate that only those staff members with fully satisfactory performance evaluations (the midpoint on the new evaluation scale) will be eligible for step increases based on merit.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART III  
GENERAL SERVICES CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>1. Salary Schedule</b>	<b>1. Salary Scale</b>
<p>a. A numerical identification of grade levels from G-1 to G-9. Within each level there shall be 20 within-grade steps.</p>	<p>a. A numerical identification of grade levels from G-1 to G-9. <del>Within each level there shall be 20 within-grade steps.</del></p>
<p>b. The initial levels of salary for each grade of the General Service category shall be determined by legal minimum salary levels and by conducting comparability studies of classification grade and salary in each country using government agencies, public corporations and private national and multinational corporations.</p>	<p>b. The initial levels of salary for each grade of the General Services category shall be determined <b>by taking into account</b> legal minimum salary levels and <del>by conducting</del> comparability studies of classification grade and salary in each country, <del>using</del> <b>based on</b> government agencies, public corporations and private national and multinational corporations.</p>
<p>c. Salary schedules will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>	<p>c. Salary scales will be adjusted according to local labor laws when a cost-of-living increase is decreed.</p>

<p>d. At a minimum of once a year a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p>	<p>d. <del>At a minimum of once a year</del> <b>As necessary</b> a comparability study (b. above) will be requested to determine the prevailing salaries for comparable work, and appropriate adjustments will be made, within the budgetary possibilities of the Institute.</p>
<p>e. Salary increase for individual staff members will be possible under the following conditions:</p>	<p>e. Salary increase for individual staff members will be possible under the following conditions:</p>
<p>i. when salary schedules are changed through c. or d. above;</p>	<p>i. when salary scales are changed through c. or d. above;</p>
<p>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</p>	<p><del>ii. by seniority and acceptable performance (seniority will be recognized only when performance is at an acceptable level or higher);</del></p>
<p>iii. by merit when performance is satisfactory or higher as recognized in the appropriate procedures; and</p>	<p><del>ii. iii.</del> by merit when performance is <b>fully</b> satisfactory or <del>higher</del> <b>better</b> as recognized in the appropriate procedures; and</p>
<p>iv. by promotion.</p>	<p>iii. <del>iv.</del> by promotion.</p>

**SECTION ANALYSIS**

The implementation of the new evaluation and merit system is combined with changes to the salary scale, including reducing the number of steps in the salary scale. To make this Rule consistent with that decision, the text referring to the number of steps in the scale has been eliminated from this Rule. We modified part d. to reflect the reality that IICA no longer conducts annual salary surveys in the field because they are extremely expensive and there are not sufficient budgeted resources to do so. Finally, we have modified the text to indicate that only those staff members with fully satisfactory performance evaluations (the midpoint on the new evaluation scale) will be eligible for step increases based on merit.

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART II  
LOCAL PROFESSIONAL CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>6. Recognition of Years of Service</b>	<b>6. Recognition of Years of Service</b>
a. As a bonus for years of service, Local Professional Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below: (Article 57)	a. As a bonus for years of <i>continuous</i> service as <i>staff members of the Institute</i> , Local Professional Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below. (Article <del>57</del> 63)
i. For accounting purposes, this benefit will be reserved monthly US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.	i. For accounting purposes, this benefit will be reserved monthly <i>in</i> US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.
ii. This benefit will be paid in a singles sum on the date services are terminated and in the local currency of the corresponding country.	ii. This benefit will be paid in a <del>singles</del> <i>lump</i> sum on the date services are terminated and in the local currency of the corresponding country.
iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half or a fully	iii. In those countries that pay fourteen (14) or more salaries per year (for any reason), or where the payment of one-half a <i>monthly</i> <del>or a</del>

<p>salary per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p>	<p><del>fully</del> salary <i>or more</i> per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p>
<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Directorate or under Staff Rule 9.5.3.</p>	<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Directorate or under Staff Rule 9.5.3</p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>These modifications to section a. are necessary to clarify the intent of this benefit, which, like benefits of a similar nature provided upon termination by other international organizations, is to recognize continuous service to the Institute as staff members. Similar clarifying text has been introduced into the Staff Rules.</p>	
<p>The purpose of subsection iii. is to prevent a staff member from acquiring the right to payment of two termination payments, one under local law and another under IICA's rules. Nonetheless, a recent complaint by an IICA staff member suggested that the provision was not as tightly drafted as necessary to achieve that purpose. Thus, to eliminate all doubts about how many termination payments a local IICA staff member must be paid, we suggest that subsection iii be clarified by the above text. The current text is modified to eliminate most of the current problem in interpretation by adding the word "monthly" before the word "salary" and adding the words "or more" after the word "salary", as indicated in the proposed text for this provision.</p>	

**SYSTEM FOR THE DETERMINATION OF REMUNERATION FOR IICA  
PERSONNEL**

**PART III  
GENERAL SERVICES CATEGORY PERSONNEL**

Current Text	Proposed Text
<b>6. Recognition of Years of Service</b>	<b>6. Recognition of Years of Service</b>
<p>a. As a bonus for years of service, General Service Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below: (Article 57)</p>	<p>a. As a bonus for years of <i>continuous</i> service as <i>staff members of the Institute</i>, General Service Personnel will accumulate one half of a monthly salary for each year of service, in line with the provisions listed below. (Article <del>57</del>63)</p>
<p>i. For accounting purposes, this benefit will be reserved monthly US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p>	<p>i. For accounting purposes, this benefit will be reserved monthly <i>in</i> US dollars at the equivalent of 1/24th of the current salary. Variations in salary will not have retroactive effect.</p>
<p>ii. This benefit will be paid in a singles sum on the date services are terminated and in the local currency of the corresponding country.</p>	<p>ii. This benefit will be paid in a <del>singles</del> <i>lump</i> sum on the date services are terminated and in the local currency of the corresponding country.</p>
<p>iii. In those countries that pay fourteen (14) or more salaries per year</p>	<p>iii. In those countries that pay fourteen (14) or more salaries per year</p>

<p>(for any reason), or where the payment of one-half or a fully salary per year of services is obligatory by law in the event of resignation or termination or services, staff members will not be eligible for this benefit.</p>	<p>(for any reason), or where the payment of one-half a <del>monthly or a</del> <b>monthly or more</b> fully salary per year of services is obligatory by law in the event of resignation or termination of services, staff members will not be eligible for this benefit.</p>
<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure or the General Directorate or under Staff Rule 9.5.3.</p>	<p>iv. The bonus for years of services will not be granted to staff members who have been terminated under the provisions or Article 58 of the Rules of Procedure of the General Directorate or under Staff Rule 9.5.3.</p>
<p style="text-align: center;"><b>SECTION ANALYSIS</b></p> <p>These modifications to section a. are necessary to clarify the intent of this benefit, which, like benefits of a similar nature provided upon termination by other international organizations, is to recognize continuous service to the Institute as staff members. Similar clarifying text has been introduced into the Staff Rules.</p>	

The purpose of subsection iii. is to prevent a staff member from acquiring the right to payment of two termination payments, one under local law and another under IICA's rules. Nonetheless, a recent complaint by an IICA staff member suggested that the provision was not as tightly drafted as necessary to achieve that purpose. Thus, to eliminate all doubts about how many termination payments a local IICA staff member must be paid, we suggest that subsection iii be clarified by the above text. The current text is modified to eliminate most of the current problem in interpretation by adding the word "monthly" before the word "salary" and adding the words "or more" after the word "salary", as indicated in the proposed text for this provision.