## Objective
Ensure the attraction, development and retention of the Institute’s Human Capital to ensure the achievement of its objectives, promoting participative leadership to foster collaborative work and maintain a harmonic, respectful and efficient environment.

## Scope
Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization per country and per region.

## Inflows
- Valid Competencies Dictionary.
- Staff requests.
- Applicant database.
- Application documents.
- Reports on evaluation results.
- Service requests.
- Organizational diagnosis reports.
- Compensation and market research studies.

## Processes
- Planning of Human Capital.
- Employment Management.
- Training and Development.
- Occupational well-being.
- Management of Institutional Culture.
- Support services for staff.
- Termination.

## Outflows
- Updated Human Capital Annual Plan (all components).
- Updated Positions Manual.
- Updated Competencies Framework (Dictionary).
- Suitable/trained staff.
- Reports on evaluation results.
- Addressed service requests.
- Updated organizational diagnosis reports.
- Availability of high-potential personnel.
- Compensation and benefits (equitable and competitive).
- Desired organizational culture.
9.1 Planning of Human Capital.

Objective

Develop the Human Capital plan in keeping with the IICA strategy, to successfully address challenges and improve the productivity and quality of life of staff, while ensuring observance of all labor regulations.

Scope

Hemispheric level.
Technical-regulatory actions and execution.
Centralization at strategic levels and at Headquarters.

Specific policies and rules

1. Once a year, the Management of Human Talent division will develop an Annual Action Plan and monitor compliance with the established goals.
2. The Annual Action Plan and the processes established by Management of Human Talent must be approved by the Corporate Services Director.
3. It is the duty of Management of Human Talent to update the Positions Manual, the Competencies Framework, the Process Manual, and other guidelines and policies relevant to their activities.
4. The activities described in the documented processes shall be updated at least once a year, to identify modifications that may need to be implemented to simplify their execution.
5. Every time a change is made to the conceptual basis of the Institute's competencies, its strategy or the organizational structure, the possible impact on the existing Positions Manual must be taken into account.

Computer systems


Indicators

• Compliance with the Annual Action Plan.
• Percentage of positions designed and with competency profiles.

<table>
<thead>
<tr>
<th>Process</th>
<th>Subprocess</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.1 Human Capital Planning.</td>
<td>9.1.1 Annual Human Capital Plan.</td>
</tr>
<tr>
<td></td>
<td>9.1.2 Policy management.</td>
</tr>
<tr>
<td></td>
<td>9.1.3 Design and systematization of positions.</td>
</tr>
<tr>
<td></td>
<td>9.1.4 Updating of the competencies structure</td>
</tr>
</tbody>
</table>
### Subprocess

#### 9.1.1 Human Capital Annual Plan.

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Define the Human Talent vision based on the Institute's strategies, to ensure that the actions defined are aimed at generating value-added products.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Background Information</strong></td>
<td><strong>References</strong></td>
</tr>
</tbody>
</table>
| **Inputs** | - Existing Human Talent Tactical Plan.  
- Existing Annual Action Plan. | - Strategic Plans (10-year strategic plan, 4-year Medium-term Plan MTP).  
- Tactical plans (Regional, National, Institutional at Headquarters, Budget Plan).  
- Project Master Plan.  
- Reference control reports. |
| **Outcomes** | Updated Human Talent Tactical Plan, integrated into the Institutional Tactical Plan.  
Updated Annual Action Plan.  
Defined Annual / Individual Performance Maps. |
PARTIES INVOLVED

9.1.1 Human Capital Annual Plan

Director of Corporate Services (CSD)
Human Talent Manager (HTM)
Human Talent Team (HTT)

9.1 Planning of Human Capital.

Process Manual
Management of Human Capital
MPR-9-005
Version: 11.06.2020

START

1 - Human Talent Tactical Plan (HTTP).
2 - Annual Action Plan (AAP).
3 - Individual Contribution Plan (ICP).

The basis for this activity must be the strategic and tactical plans, the Project Master Plan and the Program Budget (PB).

The Human Talent AAP must be based on the requirements of the existing HTTP and the specific needs of the institution during each annual period, defining budgets and prioritizing the initiatives to be developed. The AAP must include actions, management commitments per product/service, operational indicators, operational goals, macroactivities, dates, persons responsible for each activity and budget per expenditure item.

CSD

4.8 Has any of the existing plans reached its end date?

NO

YES

HTM / CSD

1.1 Determine the impact of IICA's strategy in the Human Capital Management macroprocess.

HTM / CSD

1.2 Define strategic guidelines and expected outcomes and devise updates or improvement projects for Human Talent.

HTM / HTT

1.3 Define the specific objectives (outcomes) for each process, as well as indicators and goals.

HTM

1.4 Structure the new Human Talent Tactical Plan (HTTP), making sure it is aligned with the tactical plans of reference. The Human Talent Tactical Plan must be valid for a maximum of four years, within the period in which the MTP is in force.

CSD

1.5 Validate the HTTP and align it with the rest of the tactical plans of the Directorate.

CSD

1.6 Submit the HTTP to the Institutional Strategic Committee (or its equivalent) to have it included in the Institutional Annual Plan.

HTM

2.1 Analyze control reports to define pending issues and identify corrective actions or good practices.

HTM / HTT

2.2 Define the Annual Action Plan (AAP) for Human Talent.

CSD

2.3 Validate the Human Talent AAP and align it with the other AAPs of the Directorate.

CSD

2.4 Integrate the Human Talent AAP into the Institutional Annual Plan.

HTM

3.1 Distribute the AAP among Human Talent officials.

HTM / HTT

3.2 Align and develop the Individual Contribution Plan (ICP) with the official.

HTM

4.1 Monitor compliance with the established goals.

HTM

4.2 Analyze deviations (non-scheduled progress and unexpected results) to generate corrective actions.

GTH

4.3 Perform an operational control of the AAP according to the activities of subprocess 3.4.3 Program Monitoring and Budgetary Control.

CSD

4.5 Perform a tactical evaluation of the HTTP, according to subprocess 3.4.2 Strategic and Tactical Management.

HTM

4.4 Perform a tactical control of the HTTP according to subprocess 3.4.1 Strategic and Tactical Management.

CSD

4.7 Determine if the programmed period for existing plans has concluded.

CSD / HTM

4.6 Analyze the process to provide feedback to the work team and adjust existing plans.

CSD

4.9 Identify which plan has reached its end date.

CSD

4.10.1 Has the validity of the HTTP ended?

NO

NO

SÍ

YES

CSD

4.10.2 Has the validity of the AAP ended?

For clarification purposes, if the answer is YES the activity advances to step 1.1 but of the following period, that is, the new HTTP.

For clarification purposes, if the answer is YES the activity advances to step 2.1 but of the following year, that is, the new AAP.
### Subprocess

#### 9.1.2 Policy Management.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
</tr>
</thead>
</table>

| Outcomes | Policies and guidelines (updated). |
5.1 Planning of Human Capital

5.1.2 Policy management.

**Parties involved:**
- Human Talent Manager (HTM)
- Human Talent Specialist (HTS)
- Human Talent Generalist* (HTG*)
- Corporate Services Director (CSD)

5.1 Planning of Human Capital

**Process Manual**
Management of Human Capital

**MPR-9-005**
Version: 11.06.2020

**START**

**HTM / HTS**
1. Identify needs to create or adjust a policy or guideline.

**HTM**
2. Is this a new policy or guideline?

**NO**
3. Define the objectives and determine the scope of the new policy or guideline. Move on to activity 5.

**YES**
3. Define the objectives and determine the scope of the new policy or guideline. Move on to activity 5.

**HTM**
4. Determine the changes required in the existing policy or guideline.

**HTM**
5. Create a committee or interdisciplinary team together with the Corporate Services Director.

**CSD**
6. Review the preliminary document and adjust as needed.

**CSD**
7. Request the General Directorate’s approval of the policy or guideline.

**NO**
8. Was the policy or guideline approved by the Director General?

**YES**
9. Identify needs to create or adjust a policy or guideline.

**HTM**
10. Determine the means through which the policy or guideline will be distributed.

**HTM**
11. Define and plan activities to notify officials of the new policies or guidelines.

**HTT / HTG**
12. Incorporate the information into subprocess 9.2.3, Integration.

**END**
### Subprocess

#### 9.1.3 Design and Systematization of positions.

**Objective**

Define the different positions based on relevant information on their purpose, functional domains, competencies and requirements, thus ensuring that IICA has the most suitable personnel to achieve its purposes.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Requirement to create a position or adjust an existing one. + Positions Manual (existing)</td>
<td>- Strategic Plans - Rules of Procedure of the General Directorate. - Staff Rules. - Staff Manual. - System of Remuneration (includes classification of positions).</td>
<td></td>
</tr>
</tbody>
</table>

**Outcomes**

Positions Manual (updated).
PARTIES INVOLVED

9.1.3 Design and Systematization of positions.

- Human Talent Manager (HTM)
- Human Talent Specialist (HTS)
- Human Talent Generalist* (HTG*)
- Organizational Unit (OU)

Planning of Human Capital.

**Process Manual**

**Management of Human Capital**

**MPR-9-005**

**Version: 11.06.2020**

START

**HTM / HTT**

1. Receive requirement to create a position or adjust an existing one.

**HTM**

2. Verify that the position is approved by the Director of the organizational unit.

**HTM**

3. Was it approved by the Director of the corresponding organizational unit?

**YES**

**NO**

- Return the request to the requesting unit so that they can obtain the required approval. Move on to end of subprocess.

- The request to change an existing position or create a new one must be approved by the Area Director. Support is provided by the Human Talent Specialist.

**HTM**

4. Forward the request to process 3.5, Organizational Design.

**HTM**

5. Organizational Design and the organizational unit develop the new profile for the new position (or the necessary adjustments, if this is an existing position), according to the needs identified in Macroprocess 3, Strategic Development. The profile is documented in the available computer platform.

**HTM**

6. Review and approve the profile proposal for the position (new or adjusted), based on process 3.5 Organizational Design.

**HTM**

7. Was the position profile approved?

**YES**

**NO**

- Make final adjustments to the position profile.

- Include or modify the position profile in the Positions Manual.

**HTG**

8. Adjust the Competencies Framework (if applicable).

**HTM / HTT**

9. Forward subprocess 9.4.1 Remuneration and Wage Structure, for the corresponding actions to be taken.

END
### Subprocess

**9.1.4 Updating of the Competencies Structure.**

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Design and update all institutional competencies based on the needs of the organization, and the behavioral levels and indicators needed for the achievement of the Institute’s goals.</th>
</tr>
</thead>
</table>
| **Inputs**    | • Competencies Framework (Dictionary).  
• Positions Manual.  
| **Background Information** | - Strategic Plans |
| **Outcomes**  | Updated Competencies Framework (dictionary).  
Updated Positions Manual.  |
9.1.4 Updating of the Competencies Structure.

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**START**

1. **HTM**
   - Determine whether it is necessary to modify institutional competencies.

2. **HTM** / **HTT**
   - Analyze the impact of the change in the existing competencies structure (institutional/specific/technical).

3. **HTM** / **HTT**
   - Identify new competencies to be defined or those that require changes.

4. **HTT** / **HTG**
   - Define the behavioral indicators per domain level.

5. **HTX** / **HTA**
   - Update the Competencies Framework and the Positions Manual.

**END**
9.2 Employment management.

**Objective**

Equip IICA with the appropriate Human Capital to cover the organization's staff needs, through adequate attraction, selection and integration subprocesses.

**Scope**

Hemispheric level.
- Technical-regulatory actions and execution.
- Centralization at strategic levels and at Headquarters.
- Partial decentralization per country and per region.

**Specific policies and rules**

1. The appointment of trust personnel is at the discretion of the Director General and does not undergo the regular attraction and selection processes.
2. All candidates interested in being considered for a position must present an updated curriculum vitae and all relevant statements.
3. The primary responsibility for seeking candidates to fill vacant positions of International Professional Personnel rests with the General Directorate, through the Human Talent Management unit.
4. When filling vacant positions and whenever possible, under equal conditions, preference will be given to staff members of the Institute.
5. The need to create a new position is identified by the Area Director, with the assistance of Organizational Design and Human Talent Management.
6. The vacancy notices for International Professional Staff are published on a monthly basis. For local staff, these notices are published weekly.

**Computer systems**

- Web – Intranet – E-mail – Institutional social media (Facebook, Twitter) – Agriperfiles – Supplier database – Videoconference platforms – Platforms for psychometric tests – Integrated Human Talent Management System (currently not available; implementation expected in the upcoming months).

**Indicators**

- Percentage of compliance with established time frames in processes such as: (Human Talent must establish service agreements)
  - International Professional Personnel - 60 days
  - Local Professional Staff - 30 days
  - General Services Staff - 21 days

---

<table>
<thead>
<tr>
<th>Process</th>
<th>Subprocess</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2 Employment Management.</td>
<td>9.2.1 Attraction.</td>
</tr>
<tr>
<td></td>
<td>9.2.2 Selection.</td>
</tr>
<tr>
<td></td>
<td>9.2.3 Integration.</td>
</tr>
<tr>
<td></td>
<td>9.2.4 Internships / Practices.</td>
</tr>
</tbody>
</table>
Objective
Draft a list of candidates that meet the preliminary requirements to fill the vacancy or new position.

Inputs
- Vacancy requisition or new position.

Background Information
- Strategic Plan
- Rules of Procedure of the General Directorate
- Staff regulations
- Staff manual
- Positions Manual (competency profiles)
- Budget availability
- Supplier database

References

Outcomes
List of pre-selected suppliers (documents attached).
Supplier database (updated).

Table I.

<table>
<thead>
<tr>
<th>Position classification</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>International professional Personnel (PPI).</td>
<td>Only the director General can authorize the launch of a process. Human Talent Management will spearhead and support the requesting unit throughout the attraction process.</td>
</tr>
<tr>
<td>Local Professional Personnel (LPP) and General Services Personnel (GSP) at Headquarters.</td>
<td>Human Talent Management will spearhead and support the requesting unit throughout the attraction process.</td>
</tr>
<tr>
<td>Local Professional Personnel (LPP) at Delegations and externally funded projects.</td>
<td>The Delegation spearheads the project. Human Talent Management will spearhead or support the project based on the typology of the Delegation. (1)</td>
</tr>
<tr>
<td>General Services Personnel (PSG) at Delegations and externally funded projects.</td>
<td>The Delegation spearheads the process based on the typology of the Delegation. Human Talent Management provides support if required. (1)</td>
</tr>
</tbody>
</table>

(1) It is important to consider the typology of each Delegation.
9.2.1 Attraction.
- Human Talent Manager (HTM)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

9.2 Employment Management.

**Process Manual**
**Management of Human Capital**
**MPR-9-005**
Version: 11.06.2020

**START**

**HTM* / HTT**

1. Identify the organizational need or receive the vacancy requisition.

**HTS**

2. Analyze the need/requirement.

Before initiating the subprocess, it is necessary to meet the conditions set forth in the regulations (see Table I in the previous page). The requisition will be done by the requesting unit through the available computer system.

**HTS**

3. Determine the recruitment modality.

2a. Is this a new position?

**HTS**

2b. Is there available budget?

2c. Establish the preselection criteria with the requesting unit.

The different admission levels must be considered, including, among others: experience, academic training, salary expectations, and the need to pass a technical test.

**HTS**

4. Will the recruitment be in-house?

**HTS / HTG**

5.1. Define a recruitment plan.

**HTA**

5.2. Publish the vacancy notice.

5.3. Receive references and analyze pursuant to the established preselection criteria.

**HTT / HTG**

5.4. Conduct a preliminary interview.

**HTG**

5.5. Verify employment references.

**HTA**

Send notification to offerors that fail to meet the requirements. Move on to activity 7.

The vacancy notice must include: name of the position, requirements, location of the position, end date of the tender, and person responsible for the process.

The internal publication template must be used to send the notice to officials via e-mail. External publications require the use of External Advertisement Design templates, supplied by Human Talent Management and coordinated with Administrative Services Management, to be published in the press. Support is requested from the Language Unit to translate the notice, if required.

Use the list of offerors form, following the established preselection criteria. Enter this information into the offerors database. If necessary, the Language Unit provides support with translation.

This interview may be held via telephone, Skype or any other platform allowing a direct, effective interaction.

- **IPP** - Human Talent Specialist.
- **LPP and PSG** – Human Talent Generalist.

Sent via e-mail.

Use the "Notification for disqualified candidates" template.

**HTS**

6. Outsource.

**HTM***

6.1. Coordinate subprocess with the contracted company.

**HTS / HTG**

6.2. Receive the list of preselected candidates from the outsourcing company.

The outsourcing company must be contracted previously and be available in the IICA supplier database. The requirement is sent out with the details of the vacant position and the preselection criteria.

**HTA**

7. Update the applicant database.

8. Draft a list of preselected applicants (with attached documents) and move on to subprocess 9.2.2 Selection.

**RETURNED TO**

The requesting unit. Moves on to the end of the subprocess.

**YES**

END

**NO**
Subprocess

9.2.2 Selection.

Objective
Select the most suitable candidates to fill competency-based vacant positions, thus contributing to the achievement of the Institute’s goals.

Inputs
- Pre-selected applicants (with documents attached).

References
- Staff Manual.
- Positions Manual.

Outcomes
Suitable candidate, selected.

Table II.

<table>
<thead>
<tr>
<th>Position category</th>
<th>Decision</th>
<th>Person responsible for presenting the application</th>
<th>Letters of recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Professional Personnel (LPP) and General Services Personnel (GSP) at Headquarters</td>
<td>Supervisor of the requesting unit.</td>
<td>Human Talent Manager.</td>
<td>Human Talent Manager.</td>
</tr>
<tr>
<td>Local Professional Personnel (LPP) at Delegations and externally funded projects.</td>
<td>Representative (with the opinion of the person responsible for the respective area at Headquarters).</td>
<td>Representative.</td>
<td>Representative.</td>
</tr>
<tr>
<td>General Services Personnel (GSP) at Delegations and externally funded projects.</td>
<td>Representative.</td>
<td>Representative.</td>
<td>Representative.</td>
</tr>
</tbody>
</table>
PARTIES INVOLVED

9.2.2 Selection.

- Human Talent Manager (HTM*)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

9.2 Employment Management.

Process Manual
Management of Human Capital
MPR-9-005
Version: 11.06.2020

START

1 - Evaluation of pre-selected offerors.
2 - Selection of a suitable candidate.

- Dates are arranged with the offerors and the requesting unit for:
  - Technical test (if applicable)
  - Behavioral interview
  - Psychological competencies or psychometric tests (if applicable).

Activity carried out by the Human Talent Manager.

HTG

1.1 Schedule the evaluation of the pre-selected offerors

HTM* / HTS

1.2 Create a selection committee.

HTS

1.3 Determine the importance of each factor to be evaluated.

HTS / HTG

1.4 Administer the test as appropriate.

The different evaluations are administered according to the program established in activity 1.1 and the call for candidates.

HTS / HTG

1.5 Review the results of the evaluation process and rank the candidates.

HTS / HTG

1.6 Prepare an evaluation chart and integrate the information from the different evaluators.

In the case of an IPP position, the decision will rest with the Director General.
If the position is for LPP or GSP, the decision will be made according to Table II (see previous page, SPro 9.2.2).

HTS / HTG

2.1 Receive from the requesting unit the decision on the person selected to fill the vacancy or new position.

HTS / HTM*

2.3 Present three candidates selected by the requesting unit to the Director General for approval.

HTS

2.4 Request approval from the Director General.

HTS / HTG

2.6 Prepare and send employment offer to the selected candidate for acceptance.

YES

HTS / HTG

1.7 Submit the evaluation chart and the integrated information to the requesting unit supervisor, so that he/she can select the person who will fill the vacancy or the position.


- Activity carried out by the Human Talent Management, among others.
- The importance of certain aspects must be defined, including:
  - Experience.
  - Competencies.
  - Technical evaluation.
  - Etc.
- The evaluation information of the Selection Committee and the technical test results (if applicable) must be consolidated.

HTS

2.2 Is this an IPP position?

HTS

2.5 Has any of the candidates been approved by the DG?

HTS

2.7 Does the selected candidate accept the employment offer?

Prior to sending the employment offer letter, the parties involved will define the start date and agree on general working conditions.
Once the offer is accepted, the Integration subprocess is activated. See Table II, in SPro 9.2.2.

HTS

2.8 The selected candidate accepts the employment offer.

HTS

2.9 Is the selected position for Delegation Representative?

HTS

2.10 Through process 13.1, Management of Diplomatic Privileges and Immunities for International Officials, obtain approval from the government.

HTM*

2.11 Prepare and send a letter of appreciation to non-selected candidates.

YES

YES

NO

NO

Macroprocess
Subprocess

9.2.3 Integration.

Objective

Ensure that new or promoted staff are adequately integrated, and receive the necessary information to understand the Institute and the position they are assuming.

Inputs

- Selected personnel.

Background Information

- Staff Rules.
- Staff Manual.
- Positions Manual (competency profiles).
- Integration Program (according to the position classification).
- Valid laws / regulations of each country.
- Trial period evaluation.

Outcomes

Competent person, integrated into the organization.

Official evaluated before the finalization of the trial period (according to the local legislation of each country).

Table III.

<table>
<thead>
<tr>
<th>Documents of the Integration subprocess</th>
<th>International Professional Personnel</th>
<th>Local Personnel (LPP / GSP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter of employment / appointment signed by the Director General.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Letter outlining benefits signed by the Human Talent Manager.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Letter and annexes/forms for incorporation of the staff member in the OAS Pension and Retirement Fund (welfare and retirement).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Request for personal/professional information and photograph for admission notice.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Request for OAS official travel document (form).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>OAS Welfare Plan (form and consignment note).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Designation of beneficiaries of the OAS welfare plan and consignment note.</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Information to open an OAS Credit Union savings and credit account (presentation).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Sworn Statement (Representatives and trust personnel)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Declaration of Loyalty</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Physical exam and medical records.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Insurance documents.</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Designation of beneficiaries of policy 3108 (Life, accidents and health insurance).</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Designation of general beneficiaries (in the event of death).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorization for bank account for the payment of salaries (SAL #1 Form).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorization for bank account for the payment of salaries (SAL #2 Form).</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Authorization for bank account for the payment of salaries through SNIFE / BNCR (SAL #4 Form)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Bank account form (deposit authorization).</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Work contract for a defined period of time.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Work contract for an indefinite period.</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

LPP: Local professional Personnel / GSP: General Services Personnel.
### 9.2.4 Management of Professional Visits and Internships

#### Macroprocess 9. Management of Human Capital

| Objective | Equip IICA with the appropriate Human Capital to cover the organization's staff needs, through adequate attraction, selection and integration sub-processes. |

#### Process 9.2 Employment Management

#### Subprocess 9.2.4 Management of Professional Visits and Internships

| Objective | Enhance the institutional capacities by forging partnerships with academia and other technical sectors, to create opportunities for skills- and knowledge-sharing to benefit the agriculture and rural sector of the Hemisphere. |
| Scope | Hemispheric level |
| | Technical-regulatory actions and execution |
| | Centralization at strategic levels and at Headquarters |
| | Decentralization at the regional and national levels |

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Request for professional visit or internship.</td>
<td>Completion of visits and internships by professionals and students.</td>
</tr>
<tr>
<td></td>
<td>Institutional entities that have received the benefits of visits and internships.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Background information</th>
<th>Reference Material</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Personnel Rules and Regulations</td>
<td>• Personnel Manual (2.15)</td>
</tr>
<tr>
<td></td>
<td>• Existing regulations of the Visiting Professionals and Internship Program.</td>
</tr>
</tbody>
</table>
9.2.4 Management of Visits and Internships

1. Identify needs and include the scheduling of internships and visits.
2. Coordinate the selection of interns.
3. Coordinate the intern induction process.
4. Prepare an intern evaluation and report.
5. Request evaluations of the visit/mission.
6. Conduct a preliminary assessment of the specific request.
7. Ask the HTD to initiate the process for access.
8. Proceed pursuant to the provisions of Subprocess 4.2.
9. Ensure that the intern has the applicable insurance for Costa Rica.
10. Continue the Internship / Visit, until its completion.
11. Send offer to possible Receiving Units.
12. Ask the HTD to initiate the process for access.
13. Continue the Internship / Visit, until its completion.
14. Review the ToRs and oversee their publication.
15. The designated tutor prepares the reports.
16. The CKMHCS is advised of the internship.
17. Review the ToRs and oversee their publication.
18. The RU will communicate its decision on termination or shortening the Internship or Visit to the counterparty, the HTD.
PLANNING AND SCHEDULING OF INTERNSHIPS

**START AND UNDERTAKING OF INTERNSHIPS**

- Identify needs and include them in the Annual Action Plan (AAP).
- Adjust the AAP.
- Prepare an evaluation and report.
- Make an internship request to IICA.
- Include the scheduling of internships and the criteria for a visit/internship.
- DIREXI is informed, and proceeds pursuant to the provisions of Subprocess 3.3.3. Adjustments to the Annual Action Plan.

**END OF THE INTERNSHIP**

- The Delegation follows the decentralized processes. Delegations inform D about the results. If it is negative, D informs EE.
- Is the Internship or Visit concluded early?
- Will it require a new evaluation of the internship?
- Conduct a preliminary assessment of the internship.
- Carrying out assessment and formulation of the ToRs to the CKMHCS and HTD, as well as the results of the selection process.
- D / I sends them with the intern's CV and ToRs to the CKMHCS.
- The Delegation sends a report and evaluation of the internship.
- Knowledge Systematization and Storage.
- Management of IICA’s Political and Diplomatic Relationships with Key Actors.
- The D will communicate its decision on termination or shortening the Internship or Visit to the counterparty, the HTD, as well as the results of the selection process.
- The CKMHCS is advised on the basis of the information received.
- Only in exceptional cases.
- The information should indicate how the internship will be financed.
- The CKMHCS informs D of the reason for its decision.

---

PLANNING AND SCHEDULING OF INTERNSHIPS

**START**

- Identify needs and include them in the AAP.
- Adjust the AAP.
- Prepare an evaluation and report.
- Make an internship request to IICA.
- Include the scheduling of internships and criteria for a visit/internship.
- DIREXI is informed, and proceeds pursuant to the provisions of Subprocess 3.3.3. Adjustments to the Annual Action Plan.

**END OF THE INTERNSHIP**

- The Delegation follows the decentralized processes. Delegations inform D about the results. If it is negative, D informs EE.
- Is the Internship or Visit concluded early?
- Will it require a new evaluation of the internship?
- Conduct a preliminary assessment of the internship.
- Carrying out assessment and formulation of the ToRs to the CKMHCS and HTD, as well as the results of the selection process.
- D / I sends them with the intern's CV and ToRs to the CKMHCS.
- The Delegation sends a report and evaluation of the internship.
- Knowledge Systematization and Storage.
- Management of IICA’s Political and Diplomatic Relationships with Key Actors.
- The D will communicate its decision on termination or shortening the Internship or Visit to the counterparty, the HTD, as well as the results of the selection process.
- The CKMHCS is advised on the basis of the information received.
- Only in exceptional cases.
- The information should indicate how the internship will be financed.
- The CKMHCS informs D of the reason for its decision.
9.3 Training and development.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Promote the training, development and recognition of IICA staff so that they can successfully meet the requirements of their roles.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization by country and by region.</td>
</tr>
</tbody>
</table>

**Specific policies and rules**

1. The performance management system must measure the achievement of strategic goals set by IICA and the expected behaviors with respect to the competencies required for the position of the person evaluated.
2. The performance management program must facilitate the development plan of the evaluated staff members through follow-up programs, and must be aimed at improving general outcomes.
3. The performance management subprocess is systematic and includes permanent follow-up and an annual closing evaluation.
4. The subprocess must focus on the following aspects for each evaluated person:
   a. Evaluation factors
      i. Performance, based on objectives required for the role of the evaluated staff member – Annual Performance Map.
      ii. Commitment, resulting from the measurement of competencies defined for all staff members and their contribution to institutional values.
      iii. Specific competencies required for each position.
   b. Development plans aimed at bridging the gaps identified in the evaluation. These may be:
      i. Individual: responsibility of each staff member to achieve specific goals or change his/her behaviors.
      ii. Immediate supervisor: responsibility of the evaluator to support staff members in bridging the gaps identified for their growth.
      iii. Institutional: actions suggested by the Human Talent team based on the situation identified by the evaluator.
   c. Identification of potential: assessment made by the evaluator (immediate supervisor) to determine whether the evaluated person (official) displays competencies that may lead to him/her to assume greater responsibilities in the future.
5. Each evaluation must be documented, physically or digitally, including all evaluated aspects and results obtained, and then integrated into the system.
6. In order to ensure that institutional objectives are attained, the Human Talent Management office, in its role as strategic partner, must align the Staff Training Plan with the Institute's global strategy.
7. The Human Talent Management office, jointly with the Directorate of Corporate Services, are the entities in charge of defining a budget suitable to the needs identified in IICA’s Training Plan.
8. Training needs must be identified annually, but may be updated based on the flow of requirements generated in intermediate subprocesses and budget availability.
9. The Training Plan must address the training needs identified, with the flexibility required by the environment.
10. The effectiveness of the programs is measured based on the results obtained in the performance management subprocess, where improvements in the gaps identified for these programs must be visible; also, it must consider progress in the development of participants of the High Potential program.
11. Some programs must include specific effectiveness measurements, depending on the topic analyzed.
12. The High Potential Management subprocess must respond to objective assessment criteria and tools, and apply a differentiated approach in regards to other staff members.
13. Participants of the High Potential group must be motivated to remain in the group, and this process must involve the commitment of both the staff member and the Institution. Maintaining staff members in the plan will depend on the continuity of results.
14. The High Potential Development Plan is a formal document that both the staff member and the Institution must commit to supporting, with the goal of creating opportunities. Progress and changes must be documented, according to the situation of IICA and the staff member.
15. Development Plans must include educational programs (courses, workshops, distance learning programs, lectures), gaining more experience (special projects, position rotation, active learning), and/or personalized training programs (tutorials, coaching).

**Computer systems**

- SUGI - Individual Performance Evaluation System (IPES) – SAPENS or equivalent – Intranet - E-mail – Dropbox - MS Office (Word Documents, PPT and Excel spreadsheets) - Integrated Human Talent Management System (currently not available; implementation expected in the upcoming months).

**Indicators**

- Percentage of compliance with periodical follow-ups of the Performance Map.
- Ratio or percentage of improvement of key competencies.
- Percentage of positions with potential successors within the institution.
- Identification of High Potential and percentage of compliance with its development plans.
### Subprocess

**9.3.1 Performance Management.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Determine the contribution, commitment and competencies of staff members, in order to ensure the boosting and development of their individual capacities and increase the value of their contribution to the Institute's objectives and results.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs</strong></td>
<td><strong>Background Information</strong></td>
</tr>
<tr>
<td>- Performance Evaluation Form (SEDI).</td>
<td>- Strategic Plans.</td>
</tr>
<tr>
<td></td>
<td>- Staff Regulations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Results of the Human Capital evaluation for decision-making (development and retention).</th>
</tr>
</thead>
</table>
### Objective
Ensure that all IICA officials can strengthen, develop or modify their competencies through training actions aligned with institutional objectives, applying a systematic and continuous process.

### Inputs
- Request for training activity.
- Request for training subsidies.

### Background Information
- Strategic Plans.
- Staff Rules.
- Staff Manual.
- Positions Manual (Competency Profiles).
- Institutional regulations / guidelines.
- Organizational changes.
- Training budget and subsidies.
- Performance map.
- Performance evaluation (competency gaps).
- Assessment of potential.
- Organizational climate studies.
- Customer service surveys (recipient countries) / users.
- Annual report on Training Management and Subsidies.
- Interpersonal and inter-departmental conflicts.

### Outcomes
- Training Needs Diagnosis Matrix (intermediate outcome).
- Annual Training Plan (intermediate outcome).
- Annual Report on Training and Subsidies (intermediate outcome).
- Continuous improvement of the training subprocess, based on the evaluation and follow-up (intermediate outcome).
- Trained personnel (training and development) with the required competencies.
9.3 Training and development.

9.3.2 Training.

- Training needs diagnosis
- a satisfaction survey or the official at the Institute, pursuant to their position
- there is no budget available,
- Preparation of the training plan.
- the responsibility for
- Is this an general
- obtain a report on the
- to consider.
- budget availability
- official(s) of training activities, logistical
- requests for training programs related with the
- on to the end of the subprocess
- the general objectives of the training
- feedback to the subprocess
- content
- activity information
- Training subsidy.
- Is the subsidy
- official or organizational
- the supervisors of
- High Potential
- Move on to step 4.1
- attend as programmed.
### 9.3.3 High Potential Management

**Objective**
Ensure that all key and critical positions at the Institute are mostly filled internally and in a planned manner by the most suitable and trained professionals, with high potential for the fulfillment of their duties.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Identification of High Potential collaborators.</td>
<td>- Performance Evaluation Results.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Instruments for identification of critical positions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Positions Manual (competency profiles).</td>
<td></td>
</tr>
</tbody>
</table>

**Outcomes**
Individual development plan (for High Potential).
9.3 Training and development:

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Specialist (HTS)
- Director of Corporate Services (CSD)

**9.3.3 High Potential Management**

- **HTS**
  - 1.1 Identify key and critical positions that require a High Potential Plan
  - 1.2 Conduct an evaluation survey on possible career development within the Institute
  - 1.3 Identify possible professional career paths for key and critical positions
  - 1.4 Enter the requirements needed to access key or critical positions
  - 1.5 Validate the Career Map and the requirements with the operational units

- **HTM***
  - 1.1 Identify key and critical positions that require a High Potential Plan
  - 1.2 Conduct an evaluation survey on possible career development within the Institute
  - 1.3 Identify possible professional career paths for key and critical positions
  - 1.4 Enter the requirements needed to access key or critical positions
  - 1.5 Validate the Career Map and the requirements with the operational units

**9.3.4 Validation of the High Potential**

- **HTS**
  - 2.1 Identify staff members with High Potential based on the results of the performance evaluation
  - 2.2 Prepare an analysis with the outcomes of the previous assessment, using the Career Map application and the requirements. This analysis must include the results ranking
  - 2.3 Prepare a report on the creation of the High Potential Group (list with a ranking of staff members)

- **HTM***
  - 2.1 Identify staff members with High Potential based on the results of the performance evaluation
  - 2.2 Prepare a report on the creation of the High Potential Group (list with a ranking of staff members)
  - 2.3 Prepare the list with the Director of Corporate Services

**3.1 Establishment of development plans**

- **HTM***
  - 3.1 Establish a Development Plan

- **CSD**
  - 3.2 Approve development plans

- **HTS**
  - 3.3 Establish a Development Plan

- **HTM***
  - 3.4 Establish a Development Plan

- **HTS**
  - 3.5 Establish a Development Plan

**3.2 Control of development plans**

- **HTS**
  - 3.6 Execute the approved action plans

- **HTS**
  - 3.7 Perform follow-up and control of actions taken on the progress of action plans

- **HTS**
  - 3.8 Document the progress made by individuals included in the Succession Plan on a regular basis

**3.3 Submission of results**

- **HTM***
  - 3.9 Submit the results report to the Directorate of Corporate Services

This information must be conveyed to the Director General.
### Objective
Ensure that IICA offers remuneration, recognitions and conditions that incentivize and motivate retention and meet the needs of its officials, in keeping with the labor market and the policies established by the Institute.

### Scope
- Hemispheric level.
- Technical-regulatory actions and execution.
- Centralization at strategic levels and at Headquarters.
- Decentralization per country and per region.

### Specific policies and rules
- The remuneration system, as well as the subsidies, benefits and indexations offered to the staff, are governed by:
  - The Staff Manual (Chapter IV).
  - The Staff Rules (Chapter IV).
  - The System for the determination of remuneration for IICA personnel.

### Computer systems
SAPIENS - SUGI - SEDI - MetLife Global Platform - ICA Insurance System - SAP - E-mail - Dropbox - Digital and physical file - MS Office (Word documents, PPT and Excel spreadsheets) - Integrated Human Talent Management System (currently not available; implementation expected in the upcoming months).

### Indicators
- Outcomes of the Organizational Climate and Employment Satisfaction surveys.
- Number of implemented improvement plans.

<table>
<thead>
<tr>
<th>Process</th>
<th>Subprocess</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.4 Occupational well-being.</td>
<td>9.4.1 Remuneration Management.</td>
</tr>
<tr>
<td></td>
<td>9.4.2 Benefits and incentives.</td>
</tr>
<tr>
<td></td>
<td>9.4.3 Labor relations.</td>
</tr>
<tr>
<td></td>
<td>9.4.4 Overall health.</td>
</tr>
</tbody>
</table>
### Subprocess

#### 9.4.1 Remuneration Management

<table>
<thead>
<tr>
<th>Objective</th>
<th>Provide IICA staff members with salary compensation that is market competitive and equitable from an internal perspective, to ensure recruitment and retention of the most suitable human capital.</th>
</tr>
</thead>
</table>
| Inputs    | - Wage structure (existing).  
|           | - Strategic Plans.  
|           | - Staff Manual.  
|           | - Positions Manual (Competency Profiles).  
|           | - System for the determination of remuneration for IICA personnel.  
|           | - Budget availability.  
|           | - Wage and salary surveys.  
|           | - Inflation levels and economic indicators of countries hosting IICA Delegations.  
| Outcomes  | Salary structure (updated).  
|           | Salary adjustments. |
PARTIES INVOLVED

Human Talent Manager (HTM)
Human Talent Specialist (HTS)
Human Talent Generalist (HTG)
Human Talent Assistant (HTA)

9.4.1 Remuneration Management

9.4 Occupational well-being

Process Manual
Management of Human Capital
MPR-9-005
Version: 11.06.2020

START

1. Updating of wage structure

1.1 Devise a program for the updating (study) of the wage structure.

1.2 Conduct an analysis of each position on a salary survey. (If the services of a specialized external firm are required, the activity will be developed in coordination with process 11.1, Purchases and Procurement).

1.3 Request and collect information on inflation indexes and other economic indicators.

1.4 Analyze the information obtained from salary surveys, inflation indexes, and other economic indicators.

1.5 Submit the salary scenario proposal to the Director General for his review, adjustment, or approval.

1.6 Receive approval to increase the salary scales.

2. Wage adjustment due to changes in position / role

2.1 Identify the need to adjust wages or position classifications in the pay scale.

2.2 Determine the new position classifications in the pay scale and analyze aspects such as internal equity and competitiveness.

2.3 Calculate the costs of the adjustment, including welfare costs, bonuses, and others.

2.4 Submit the salary adjustment proposal for approval.

2.5 Enter updates into the corresponding systems and generate the Personnel Action.

2.6 Notify the organizational unit of the modification in the position classification.

2.7 Update the information in the corresponding file.

END
### Subprocess

**9.4.2 Benefits and Incentives.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
</table>
| Guarantee the stability and well-being of officials, in order to motivate them to remain in the institution and improve their productivity, driving the achievement of the Institute’s objectives. | - Strategic Plans.  
- Staff Manual.  
- Staff Rules.  
- System for the determination of remuneration for IICA Personnel.  
- Budget availability.  
- Benefits survey.  
- Inflation levels and economic indicators of countries home to IICA Delegations. |

<table>
<thead>
<tr>
<th>Inputs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Benefit Program (existing).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Benefits Program (revised and updated).</th>
</tr>
</thead>
</table>
9.4.2 Benefits and Incentives.

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**9.4 Occupational well-being.**

**Process Manual**

**Management of Human Capital**

**MPR-9-005**

**Version: 11.06.2020**

**START**

HTM* / HTS

1. Survey the benefits offered in the labor markets where IICA has presence.

HTM* / HTS

2. Identify the need to renew or introduce changes into the conditions.

HTM*

3. Submit proposals to the Director of Corporate Services.

HTM*

4. Has the proposal been approved?

   NO → END

   YES

HTM* / HTS

5. Update the benefits and define a plan to notify the changes to the corresponding staff members.

HTG / HTA

6. Verify regularly that all staff members are included in the benefits (according to the classification of their position: IPP, LPP, GSP).

**END**

These surveys will be conducted at least once per year and may occur concurrently with the salary structure review. Support is received from the Human Talent Team.

Includes an assessment of costs and impact on the budget. There may be specific benefits for a certain type of staff member or Delegation, based on local conditions.

This requires making information available to interested parties so that this functionality can, wherever possible, work under the self-service modality. Use the different available internal communication tools, including flyers, e-mail, text messages, etc.

If necessary, make the required adjustments and notify the corresponding parties (Staff member, Financial Management, etc.). This can be done through a computer platform.
### Subprocess

**9.4.3 Labor Relations.**

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Address and manage conflict situations that may arise, to promote a favorable environment for the fulfillment of the Institute's vision and mission.</th>
</tr>
</thead>
</table>
| **Inputs**    | - Labor claims (filed by staff members).  
                - Request for disciplinary measures (filed by Supervisors). |
| **Background Information** | - Staff Manual.  
                               - Staff Rules.  
                               - Code of ethics.  
                               - Gender Policies.  
                               - Sexual Harassment Policies.  
                               - Valid labor legislations.  
                               - Annual Performance Map (APM). |
| **Outcomes**  | Adequate work environment.  
                Desired organizational culture. |
9.4.3 Labor relations.

Human Talent Manager (HTM)

Human Talent Specialist (HTS)

Human Talent Generalist (HTG)

Human Talent Assistant (HTA)

9.4 Occupational well-being.

Process Manual

Management of Human Capital

MPR-9-005

Version: 11.06.2020

START

1. Processing of requests filed by supervisors

1.1 Receive notification of Disciplinary Measure against a staff member from the Supervisor or Manager of the organizational unit.

HTM / HTS

1.2 Analyze the proposed solution and whether there have been other prior admonitions.

HTM / HTS

1.3 Arrange a meeting with the Supervisor or Manager of the organizational unit to obtain further information.

HTM / HTS

1.4 Assist the Supervisor or Manager of the organizational unit in the search for possible solutions.

HTM / HTS

1.5 Analyze the likelihood of the situation improving.

HTM / HTS

1.7 Determine actions for improvement in coordination with the Supervisor or Manager of the organizational unit.

HTS

1.8 Provide regular follow-up to established agreements and commitments.

HTM / HTS

1.9 Manage the termination of the staff member. Move on to process 9.7, Termination.

HTM / HTS

2. Processing of requests filed by staff members

2.1 Receive the claim filed by the staff member(s).

HTM

2.2 Analyze the claim filed and inquire to adopt more information.

HTS

2.3 Notify the Supervisor or Manager of the organizational unit or to whom it may concern of the claim received.

HTM / HTS

2.4 Decide whether a Committee needs to be created to address the situation.

HTM

2.5 Is the claim presented before a Committee?

YES

NO

9.6.1

YES

2.6 Coordinate and assist the filed claim to the consideration of the Committee.

HTM / HTS

2.7 Notify the staff member and the Supervisor or Manager of the organizational unit of the Committee’s decision.

HTM / HTS

2.8 Finalize the resolution between the parties, including any agreements and follow-up dates.

HTM / HTS

2.9 Carry out any agreed follow-up such as established.

HTM / HTS

2.10 Conclude action to conclude information documents and file the staff member’s file.

HTM / HTS

END

The Claim may involve the immediate Supervisor or Manager or other officials of the Institution.

Depending on the situation, Human Talent Management will consider the creation of an ad hoc Committee to address the claim.

It is advised to interview the official filing the claim to obtain more information on the issue.

Include documentation and arguments presented.

Notification must include the Decision of the Committee and the need to abide by it.

Support is provided by the Human Talent Assistant. Subprocess 9.6.1

Alternative solutions are based on agreements and agreements are encouraged to cooperate among colleagues, among other actions.
### Subprocess

#### 9.4.4 Overall Health

<table>
<thead>
<tr>
<th>Objective</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute to improving the health of staff members by providing outpatient medical care and promoting a healthy lifestyle, offering basic healthcare services and recommendations aimed at reducing absenteeism and disease rates.</td>
<td>- Medical records of staff members. - Disability statistics. - Medical statistics. - Requirements resulting from environmental conditions.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Staff members in need of or with an interest in improving their health state.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy staff.</td>
<td></td>
</tr>
</tbody>
</table>
8.4 Occupational well-being

8.4.4 Overall health.

**Human Talent Manager** (HTM)

**Headquarters Medical Office** (HQMO)

1. **Promotion.**
   - HTM
     1.1 Define an annual activity program aimed at improving the health of staff members.
   - HQMO
     1.2 Offer activities to promote healthy behaviors and lifestyles.
     1.3 Organize campaigns to foster an overall health culture.
     1.4 Promote actions to address common conditions (most prevalent or frequent symptoms) within the institution.
   - HTM
     1.5 Submit the results to the Director of Corporate Services.

2. **Prevention.**
   - HQMO
     2.1 Propose preventive actions taking into consideration the risk factors of each population.
     2.2 Assess the effectiveness of the implemented preventive measures based on available information.
     2.3 Schedule medical exams for the staff (as appropriate).
     2.4 Evaluate the risks associated with the health status of a specific official or environment.
     2.5 Perform a pre-employment examination.
   - HQMO
     2.6 Organize first-aid training sessions for possible contingencies.
   - HQMO
     2.7 Conduct health surveys and interpret the results.
   - HQMO
     2.8 Submit the results to the Corporate Services Directorate.

3. **Attendance.**
   - HQMO
     3.1 Ensure the provision of the necessary medical care.
     3.2 Keep a medical record for each official.
     3.3 Establish diagnoses, treatments and follow-up actions for common ailments.
     3.4 Evaluate the consequences of possible medical treatments (if applicable).
     3.5 Draft a set of recommendations for recovery and return to the workplace.
   - HTM
     3.6 Submit the results to the Corporate Services Directorate.

---

As defined in: Staff Rules: 4.4.6 and Staff Manual: 4.2.10.

Revised on a quarterly basis or when necessary.

Lectures, open conversations, discussion roundtables, among others.
### Process

**9.5 Management of Institutional Culture.**

**Objective**
- Ensure consistency between the Institute's purpose and values and the messages, actions, behaviors, experiences and beliefs of staff members.

**Scope**
- Hemispheric level.
- Technical-regulatory actions and execution.
- Centralization at strategic levels and at Headquarters.

**Specific policies and rules**
- This process is not currently regulated by any policies or guidelines established by IICA.
- Proposal:
  1. The Organizational Climate Study must be conducted every two years, by means of periodic measurement mechanisms linked to personnel motivation and perception. The responsibility for following-up on this process rests with the Human Talent Management Division, which must guarantee the quality and correct application of the necessary tools.
  2. The results of Organizational Climate studies must serve as an aid to achieve the Institute's strategic goals, defining and strengthening the desired culture, identifying actions to improve work environments and tapping into existing strengths. This must take place within the framework of an action plan that is endorsed by the Director of Corporate Services and submitted to the Director General for approval.

**Computer systems**
- To be determined.

**Indicators**
- Results of Organizational Climate Studies and Employment Satisfaction Surveys.
- Level of commitment of staff members.

---

**Process** | **Subprocess**
--- | ---
9.5 Management of Institutional Culture. | 9.5.1 Organizational Climate.
 | 9.5.2 Management of Cultural Alignment.
## Subprocess

### 9.5.1 Organizational Climate

<table>
<thead>
<tr>
<th><strong>Objective</strong></th>
<th>Provide IICA staff members with a work environment that brings about a sense of satisfaction in the fulfilment of their duties and thus helps improve their productivity.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inputs</strong></td>
<td><strong>Background Information</strong></td>
</tr>
<tr>
<td></td>
<td>- Organizational Climate Study (previous).</td>
</tr>
<tr>
<td></td>
<td>- Action plan to bridge organizational gaps identified.</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td>Organizational Climate Study (updated).</td>
</tr>
</tbody>
</table>
9.5.1 Organizational Climate.

**Human Talent Manager (HTM)**

- **9.5.1.1** Obtain approval from the Director General to conduct the survey.
- **9.5.1.2** Assess the budgetary availability.
- **9.5.1.3** Design the survey if it will be conducted by an external consultant.
- **9.5.1.4** Survey conducted by a consulting firm.
  - Investigate the availability of the consultant and determine the budget required. If budget is available, it is recommended to conduct the study through a consulting firm to guarantee its objectiveness.
  - Request quotes from different specialized firms, following process 12.1 Purchases and Procurements.
  - Define the schedule of the survey and its logistical needs in collaboration with the consulting firm.

**Human Talent Specialist (HTS)**

- **9.5.2** Request quotes from different specialized firms, following process 12.1 Purchases and Procurements.
- **9.5.3** Define the schedule of the survey and the logistical needs.

**Human Talent Generalist (HTG)**

- **9.5.4** Establish a work plan (schedule).
- **9.5.5** Design or adapt the tool and establish the data collection methodology.

**Human Talent Assistant (HTA)**

- **9.5.6** Notify all staff members and organizational units of the survey that will be conducted.
- **9.5.7** Conduct the organizational climate study.
- **9.5.8** Submit a report on results and an action plan proposal to the Directorate of Corporate Services.
- **9.5.9** Follow-up on the application and address all inquiries submitted by staff members and organizational units.
- **9.5.10** Review results from previous studies and analyze potential progress.
- **9.5.11** Analyze the results of the organizational climate survey.
- **9.5.12** Define a preliminary action plan proposal.
- **9.5.13** Share the organizational climate study results with the different organizational units.
- **9.5.14** Execute the defined action plan to improve organizational climate.
- **9.5.15** Define a schedule of periodic follow-up and feedback activities.
- **9.5.16** Notify the Directorate of Corporate Services of progress made and results obtained from the action plan.

Sessions can be held to validate information obtained through Focus Group sessions with staff members from the different organizational units (sample). Data collection through surveys can be done via webpage or computer platforms. Two possible modalities:
- Specific Action Plan per organizational unit.
## 9.5.2 Management of Cultural Alignment

<table>
<thead>
<tr>
<th>Objective</th>
<th>Background Information</th>
<th>References</th>
</tr>
</thead>
</table>
| Promote activities aimed at driving the changes required to ensure the consistency and alignment of the organizational culture (personnel values and behaviors) with the Institute’s identity and strategic framework. | - Current organizational culture.  
- Organizational Development Model. | - Strategic Plans.  
- Results of the Organizational Climate Study. |

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| - Current organizational culture.  
- Organizational Development Model. | Desired Organizational Culture.  
Organizational Development Model that upholds the desired cultural values.  
Organizational intervention requirements for communications, processes, systems, structures and persons. |

1Manner in which the organization presents itself and is known by others. Self-perception and behaviors that distinguish, identify and guide its actions and procedures.
### 9.6 Support services for staff

<table>
<thead>
<tr>
<th>Objective</th>
<th>Meet the needs or requirements of staff members in a timely and effective manner, promoting a spirit of service.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization by country and by region.</td>
</tr>
</tbody>
</table>
| Specific policies and rules | 1. Documents stored in the staff member’s file must respond to a previously established logic (chronological order, reflecting the work history of each staff member, training, positions held, among others). Human Talent Management shall ensure that the file is kept organized.  
2. Human Talent Management shall use a document control guide (checklist) to assist in the quality assurance process of each file. |
| Computer systems | SUGI – SAPIENS - Intranet - Web - E-mail - Insurance System, MetLife Global Platform – SAP - MS Office (Word documents, PPT and Excel spreadsheets) - Integrated Human Talent Management System (currently not available; implementation expected in the upcoming months). |
| Indicators | Degree of satisfaction with Human Talent services. |

<table>
<thead>
<tr>
<th>Process</th>
<th>Subprocess</th>
</tr>
</thead>
</table>
| 9.6 Support services for staff | 9.6.1 Management of files.  
9.6.2 General staff requirements.  
9.6.4 Transfer of International Professional Personnel.  
9.6.5 Management of Personnel Emeritus. |
### Subprocess

**9.6.1 Management of files.**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Ensure that the personal, professional and work-related information of all IICA staff members is adequately updated and safeguarded.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Inputs</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Information generated by other subprocesses, associated with each official.</td>
<td>+ Guidelines for the Filing of Documents.</td>
</tr>
<tr>
<td></td>
<td>+ Document Control Guides.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Organized personnel files.</th>
</tr>
</thead>
</table>

**Background Information**

**References**
9.6 Support services for staff.

### 9.6.1 Management of files.

- **Human Talent Manager** (HTM)
- **Human Talent Specialist** (HTS)
- **Human Talent Generalist** (HTG)
- **Human Talent Assistant** (HTA)

**Flowchart: Management of files**

1. **HTA**
   - Receive documentation generated in other subprocesses.

2. **HTA**
   - Assess the need to create a new file.

3. **HTA**
   - Is it necessary to create a new file?
     - **NO**
       - Verify that each file contains the most recent information generated in other subprocesses.
     - **YES**
       - **HTA**
         - Create a new file (physical and digital) and a document control guide.

4. **HTA**
   - 4- Create a new file (physical and digital) and a document control guide.

5. **HTA**
   - 5- Locate the existing file.

6. **HTA**
   - 6- File the corresponding information and complete the document control guide.

7. **HTA**
   - 7- Validate the documentation contained in each file, pursuant to the document control guide.

8. **HTA**
   - 8- Place or return the file to its original location.

**END**
<table>
<thead>
<tr>
<th>Subprocess</th>
<th>9.6.2 General staff requirements.</th>
</tr>
</thead>
</table>

| **Objective** | Address service requests filed by staff members, or changes in conditions that may affect them, in a timely and effective manner. |
| **Inputs** | - Service requests  
  - Programmed services. |
| **Outcomes** | Requests filed by staff members properly addressed. |

<table>
<thead>
<tr>
<th><strong>Background Information</strong></th>
<th><strong>References</strong></th>
</tr>
</thead>
</table>
                           | - Staff Rules.  
                           | - Staff Manual.  
                           | - System for the Determination of Remuneration for IICA personnel. |
9.6 Support services for staff.

9.6.2 General staff requirements.

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**START**

1. Receive service request filed by an staff member.

2. Schedule periodic follow-up actions on the conditions or benefits enjoyed by staff members.

3. Identify upcoming expiration dates of conditions and notify the staff member of the situation.

4. Verify the type of service.

5. Can the requested / soon-to-expire service be addressed directly by Human Talent?

   - **YES**
     - Contact the corresponding organizational unit and request their intervention.

   - **NO**
     - Notify the staff member of the status of the proceedings and indicate an estimated time for resolution.

6. Obtain a response to the requirement from the corresponding unit.

7. Notify the staff member of the status of the proceedings and indicate an estimated time for resolution.

8. If necessary, explain the requirements that need to be met and define minimum and maximum time frames needed for the procedure.

9. Notify/resolve the staff member’s request or the programmed action.

10. Register the resolution time of the request.

11. Prepare a statistical report of the actions at the end of the month.

**END**
<table>
<thead>
<tr>
<th>Subprocess</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
</tr>
<tr>
<td>Carry out actions aimed at ensuring the continuity of the services rendered by International Professional Personnel, pursuant to the needs of the Institute.</td>
</tr>
<tr>
<td><strong>Background Information</strong></td>
</tr>
<tr>
<td>• Contract renewal request,</td>
</tr>
<tr>
<td>• Rules of Procedure of the General Directorate,</td>
</tr>
<tr>
<td>• Staff Rules,</td>
</tr>
<tr>
<td>• Staff Manual,</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
</tr>
<tr>
<td>Renewed contracts for all International Professional Personnel.</td>
</tr>
</tbody>
</table>
9.6.3 Contract renewal – International Professional Personnel

**PARTIES INVOLVED**
- Human Talent Manager* (HTM*)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**START**
1. HTG / HTA
   - Prepare a chart with contract renewal calculations and obtain the necessary signatures.

2. HTM*
   - Receive the contract renewal notice issued by the Director General.
   - Support information is included in the renewal request made by the immediate supervisor (the procedure can be done via computer platform or else using the specific form).

3. HTG / HTA
   - Verify status of the staff member regarding the right to enjoy the Travel to the Homeland benefit.
   - Consider whether the staff member has already been in the position long enough and whether the renewal has been approved.

4. HTG / HTA
   - Validate the option to change status in the Retirement and Pension Fund of the Organization of American States (OAS), if applicable.
   - The option to change status only applies to the first renewal, or at any time that the staff member so decides thereafter.

5. HTA
   - Prepare and submit (as appropriate) the documentation associated with the staff member’s contract renewal.
   - Include the Document notifying the validity of the appointment and documentation sent to the Retirement and Pension Fund of the OAS.

6. HTG
   - Issue the Personnel Action and register it in the corresponding computer systems.
   - If necessary, explain the requirements that must be met and minimum and maximum time frames needed for the procedure.

7. HTA
   - Update the digital/physical file and store the required documentation.

**END**
### Subprocess

#### 9.6.4 Transfer of International Professional Personnel

<table>
<thead>
<tr>
<th>Objective</th>
<th>Manage the relocation of International Professional Personnel to the different offices, pursuant to the needs identified by the Institute.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Transfer notification.</td>
</tr>
<tr>
<td></td>
<td><strong>Background Information</strong></td>
</tr>
<tr>
<td></td>
<td>- Staff Rules.</td>
</tr>
<tr>
<td></td>
<td>- Staff Manual.</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Transferred International Professional Personnel.</td>
</tr>
</tbody>
</table>
9.6.4 Transfer of International Professional Personnel.

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Specialist (HTS)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**Support services for staff.**

### 1. Receive transfer notification for the staff member approved by the Director General.

- **HTM* / HTS**

### 2. Analyze how the change of office affects the staff member's compensation and notify the Director General and the staff member.

- **HTM* / HTG / HTA**

### 3. Request that the steps required for the accreditation of a staff member by the corresponding government institutions be taken (as well as notification that the staff member official no longer provides services in the country).

#### Include documentation such as:
- Classification of position (in the case of a change of position).
- Transfer clearance form.

- **HTG / HTS**

### 4. Prepare and send the transfer documentation to the staff member for acceptance and signature.

- **HTA**

### 5. Prepare and send notification to the Delegation requesting support in the staff member's orientation and accreditation.

- **HTA**

### 6. Obtain a ticket quote from the Travel Agency for the transfer of the staff member to the designated country.

- **HTA**

### 7. Complete the pertinent forms and file a payment request (transfer, relocation benefits and air ticket). Move on to process 11.1.

- **HTA**

### 8. Issue the Personnel Action and enter it into the relevant computer systems.

- **HTG / HTA**

### 9. Update the digital/physical file and store the required documentation.

- **HTA**

---

**Macro 11**
<table>
<thead>
<tr>
<th>Subprocess</th>
<th>9.6.5 Management of Personnel Emeritus.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Promote a positive relationship between the Institute and retired personnel who have shown outstanding technical capacities, dedication and loyalty.</td>
</tr>
<tr>
<td><strong>Inputs</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Staff Rules.</td>
</tr>
<tr>
<td></td>
<td>- Staff Manual.</td>
</tr>
<tr>
<td><strong>Outcomes</strong></td>
<td>Personnel Emeritus.</td>
</tr>
</tbody>
</table>
9.6 Support services for staff.

9.6.5 Management of Personnel Emeritus.

**PARTIES INVOLVED**

- Human Talent Manager* (HTM*)
- Human Talent Generalist (HTG)
- Human Talent Assistant (HTA)

**START**

HTM*

1- Receive notification of appointment of Personnel Emeritus from the Executive Committee, or appointment of Director Emeritus from the Inter-American Board of Agriculture.

2- Determine the type of appointment.

HTM*

3- Is this a Director Emeritus appointment?

**NO**

HTG

4- Calculate the staff member's pension.

**YES**

HTG

5- Prepare the Personnel Action concerning pensions.

HTG

6- Request the Official Travel Document through macroprocess 13, Specialized Services for Institutional and Diplomatic relations.

HTA

7- Generate a digital file and store the required documentation.

**END**
9.7 Termination.

Ensure that the termination of employment or the retirement of staff members is managed pursuant to the stipulated guidelines and valid regulations of each country.

Scope

- Hemispheric level.
- Technical regulatory actions and execution.
- Centralization at strategic levels and at Headquarters.
- Partial decentralization by country and by region.

Specific policies and rules

1. The termination of appointment of an International Professional may only be notified by the Director General.
2. All International Professional Personnel contracts have a validity of two (2) years, and the decision to renew said contract or not rests with the Director General.
3. Trust personnel appointments shall not be valid for a period longer than the tenure of the Director General who appointed them, and are subject to immediate termination at any time at the discretion of the Director General.
4. The termination of appointments for General Services Personnel and Local Professional Personnel shall abide by the laws and labor practices of the country where services are provided, and shall be done pursuant to the stipulations of the Rules of Procedure of the General Directorate and other provisions that do not contravene local laws and practices.
5. The Director General may accept the resignation presented by an official with shorter notice, if he/she considers that there is sufficient reason for this.
6. The termination of an appointment resulting from the elimination of a position is a decision for the Director General.
7. The Director General has the authority to terminate staff members’ services, pursuant to articles 56, 58 and 60 of the Rules of Procedure of the General Directorate, except when in conflict with local labor laws and the provisions of IICA’s internal labor code as established for each country under the local labor laws.
8. When the termination of the employment relationship is due to the retirement of International Professional Personnel, the Human Talent Division must notify the Director General with at least one year’s notice.

Outputs

- Exit interview results.
- Identification of factors impacting the termination.

Background information

- Resignation request.
- Retirement request.
- Dismissal management.

Notes

- Staff Rules.
- Staff Manual.

Table IV

<table>
<thead>
<tr>
<th>Documents of the termination subprocess</th>
<th>International Professional Personnel</th>
<th>Local Personnel (LPP / GSP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sworn statement</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Notice of termination due to non-renewal issued by the DG</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Notice of termination due to retirement</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Clearance Form.</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
PARTIES INVOLVED

TABLE IV
Documents of the termination subprocess

<table>
<thead>
<tr>
<th>Owner/Group</th>
<th>Document Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Professional Personnel</td>
<td>Sworn statement</td>
<td>Notice of termination due to non-renewal issued by the DG</td>
</tr>
<tr>
<td>Local Personnel (LPP / GSP)</td>
<td>Notice: termination due to retirement.</td>
<td></td>
</tr>
</tbody>
</table>

Process Manual
Management of Human Capital
MPR-9-005
Version: 11.06.2020

Human Talent Manager* (HTM*)
Human Talent Specialist (HTS)
Human Talent Generalist (HTG)
Human Talent Assistant (HTA)

9.7 Termination.
Clearance Form.

START
HTG / HTS
1 - Receive notice of termination of the staff member's contract.

END
HTA
3 - Prepare the staff member's exit documentation so that he or she can complete and sign it, as applicable.

HTA
4 - Verify the applicability of the repatriation benefit.

HTA
5 - Is the repatriation benefit applicable?

HTA
6 - Request a ticket quote from the Travel Agency for the transfer of staff members to their known country of residence (repatriation).

HTA
7 - Complete the forms requesting transfer and relocation benefits and prepare the corresponding payment and ticket reimbursement requests. Move on to process 11.1, Payment Management.

HTA
8 - Make the pertinent arrangements with the organizational units with regard to the staff member's exit.

HTS / HTG
10 - Determine whether an exit interview applies.

HTG
9 - Prepare the Personnel Action and remove the official from the different systems. If necessary, arrange the return of computers, cell phones, license plates, identification, email, among others.

NO
HTA
17 - Ensure that the staff member's file includes the relevant documentation (digital and physical) and that said file is transferred to the non-active category.

YES
HTA
11 - Organize the logistics of the farewell event for the retiring staff member.

HTS / HTG
12 - Conduct an exit interview. The Specialist conducts interviews with IPP. The Generalist conducts interviews with LPP and GSP.

ETH / GTH
13 - Determine if the termination is due to retirement.

HTS / HTG
14 - Does an exit interview apply?

ETH
15 - Is this a termination due to retirement?

HTS / HTG
15 - Prepare and publish a notice of termination of the retiring staff member.

ETH
16 - Is this a termination due to retirement?

HTM* / HTA
16 - Prepare and publish a notice of termination of the retiring staff member.

ETH
17 - Is this a termination due to retirement?