



Inter-American Institute for  
Cooperation on Agriculture

Process Manual 9 Management of Human Talent

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## Macroprocess

### 9 Management of Human Capital.

#### 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.

Inputs	Processes	Outcomes
Valid Annual Action Plan for Human Talent. Valid Positions Manual. Valid Competencies Dictionary. Staff requests. Applicant database. Application documents. Reports on evaluation results. Service requests. Organizational diagnosis reports. Compensation and market research studies.	9.1 Planning of Human Capital	Updated Positions Manual.
	9.2 Employment Management	Updated Competencies Framework (Dictionary).
	9.3 Training and Development	Suitable/trained staff.
	9.4 Occupational well-being	Reports on evaluation results. Addressed service requests.
	9.5 Management of Institutional Culture.	Updated organizational diagnosis reports. Availability of high-potential personnel.
	9.6 Support services for staff.	Compensation and benefits (equitable and competitive).
	9.7 Termination	

## Process

### 9.1 Planning of Human Capital

<b>Objective</b>	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.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters.
<b>Specific policies and rules</b>	<ol style="list-style-type: none"> <li>Once a year, the Management of Human Talent division will develop an Annual Action Plan and monitor compliance with the established goals.</li> <li>The Annual Action Plan and the processes established by Management of Human Talent must be approved by the Corporate Services Director.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
<b>Information Systems</b>	SUGI - Individual Performance Evaluation System (IPES) – Office 365 - MS Office (Word documents, PPT and Excel spreadsheets), among others .
<b>Indicators</b>	<ul style="list-style-type: none"> <li>Percentage of positions designed and with competency profiles.</li> </ul>

Process	Subprocess
9.1 Plannig of Human Capital.	9.1.1 Design and systematization of positions.
	9.1.2 Updating of the competencies structure.

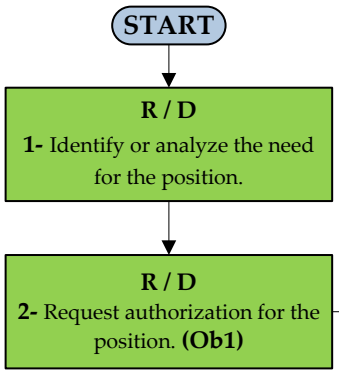
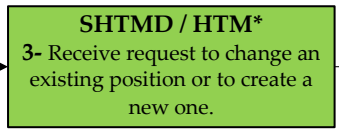
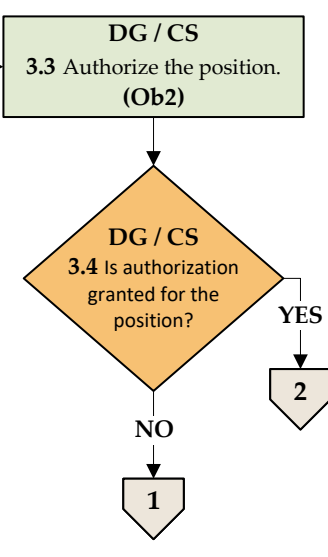
## Subprocess

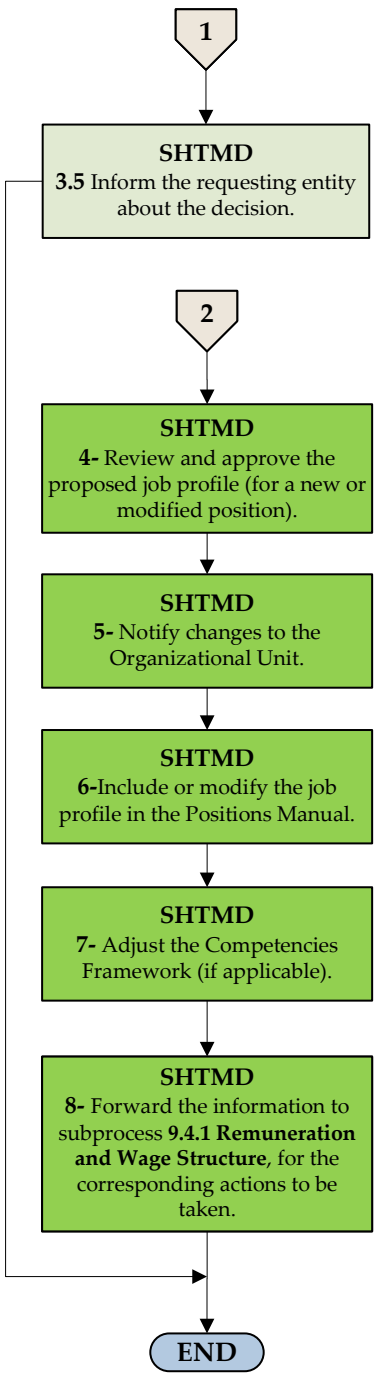
### 9.1.1 Design and Systematization of positions.

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Requirement to create a position or adjust an existing one.</li> <li>Positions Manual (existing)</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans</li> <li>Rules of Procedure of the General Directorate.</li> <li>Staff Rules.</li> <li>Staff Manual.</li> <li>System of Remuneration (includes classification of positions).</li> </ul>
<b>Products</b>	Positions Manual (updated).	

## 9.1 Planning of Human Capital.

### 9.1.1 Design and Systematization of positions.

<b>INVOLVED</b>	Director General (DG) Chief of Staff (CS) Director (D) Representative (R) Human Talent Manager (HTM)* Staff of the Human Talent Management Division (SHTMD)			
Delegation / Director	HTM	Director General/ Chief of Staff	Mixed	Comments
				<p><b>Ob1:</b> The “Form- Request for position”, available online for Directors, Representatives and staff authorized by the HTMD, must be completed. The person completing the form must provide the name of the vacant position, a justification, and a description of the risk involved should the position remain vacant; as well as indicate, in the case of the Delegations, whether support from the HTMD will be required to conduct the recruitment and selection processes.</p> <p><b>Ob2:</b> Any new position at the Institute, as well as vacant positions to replace IPP or LPP at Headquarters must be authorized by the Director General. Vacant positions in the Delegations must be authorized by the Chief of Staff.</p>

Delegation / Director	HTM	Director General/ Chief of Staff	Mixed	Comments
				

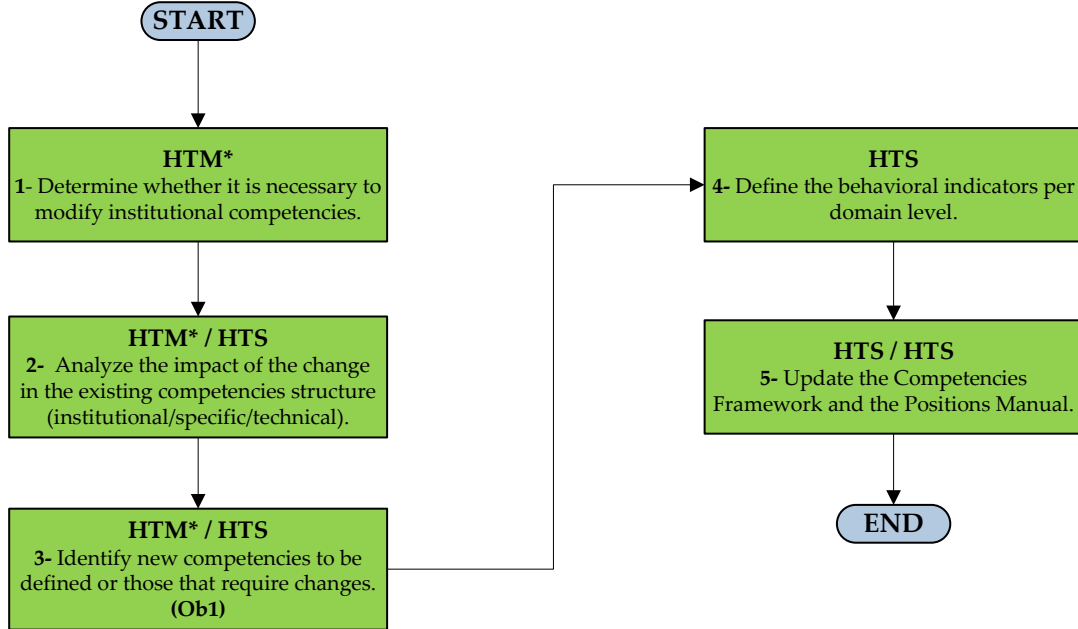
## Subprocess

### 9.1.2 Updating of the Competencies Structure.

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>• Competencies Framework (Dictionary).</li> <li>• Positions Manual.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plans</li> </ul>
<b>Products</b>	Updated Competencies Framework (dictionary). Updated Positions Manual.	

## 9.1 Planning of Human Capital.

### 9.1.2 Updating of the Competencies Structure.

<b>INVOLVED</b>	<p><b>Human Talent Manager* ( HTM* )</b>  <b>Human Talent Coordinator ( HTC )</b>  <b>Human Talent Specialist (HTS</b></p>	
<b>Human Talent Manager</b>	<b>Recommendations</b>	
 <pre> graph TD     START([START]) --&gt; HTM1[HTM* 1- Determine whether it is necessary to modify institutional competencies.]     HTM1 --&gt; HTM2[HTM* / HTS 2- Analyze the impact of the change in the existing competencies structure (institutional/specific/technical).]     HTM2 --&gt; HTM3[HTM* / HTS 3- Identify new competencies to be defined or those that require changes. (Ob1)]     HTM3 --&gt; HTS4[HTS 4- Define the behavioral indicators per domain level.]     HTS4 --&gt; HTS5[HTS / HTS 5- Update the Competencies Framework and the Positions Manual.]     HTS5 --&gt; END([END])     </pre>		<p><b>Ob1:</b> Entails a conceptualization of the competency/ies.</p>



## Process

### 9.2 Employment management.

<b>Objective</b>	Equip IICA with the appropriate Human Capital to cover the organization's staff needs, through adequate attraction, selection and integration subprocesses.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Partial decentralization per country and per region.
<b>Specific policies and rules</b>	<ol style="list-style-type: none"> <li>1. The appointment of trust personnel is at the discretion of the Director General and does not undergo the regular attraction and selection processes.</li> <li>2. All candidates interested in being considered for a position must present an updated curriculum vitae and all relevant statements.</li> <li>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.</li> <li>4. When filling vacant positions and whenever possible, under equal conditions, preference will be given to staff members of the Institute.</li> <li>5. The vacancy notices for International Professional Staff are published on a monthly basis. For local staff, these notices are published weekly.</li> </ol>
<b>Informatic Systems</b>	Web – Intranet - E-mail - Institutional social media (Facebook, Twitter) – Agriperfiles - Supplier database - Videoconference platforms - SAPIENS
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Percentage of compliance with established time frames in processes such as: (Human Talent must establish service agreements) <ul style="list-style-type: none"> <li>o International Professional Personnel - 60 days</li> <li>o Local Professional Staff - 30 days</li> <li>o General Services Staff - 21 days</li> </ul> </li> </ul>

Process	Subprocess
9.2 Employment Management.	9.2.1 Recruitment.
	9.2.2 Selection.
	9.2.3 Integration.
	9.2.4 Internships / Practices.

## Subprocess

### 9.2.1 Recruitment.

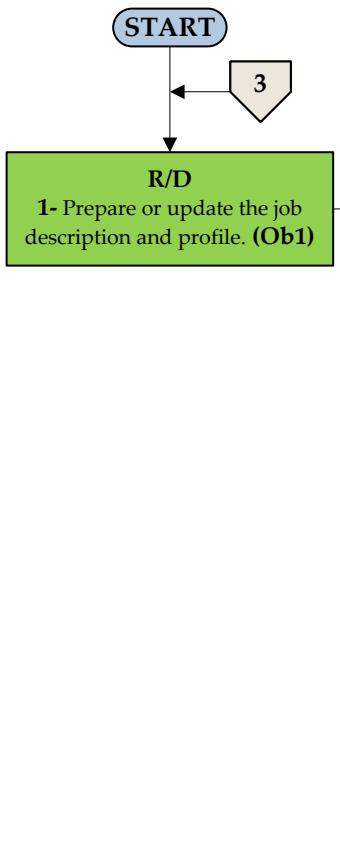
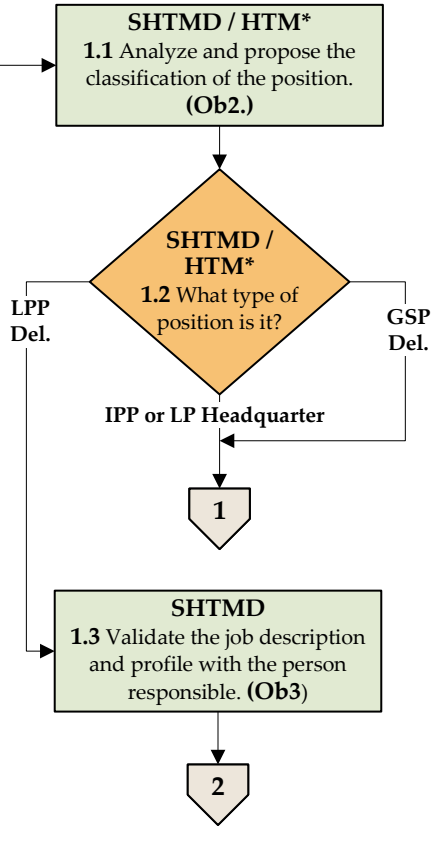

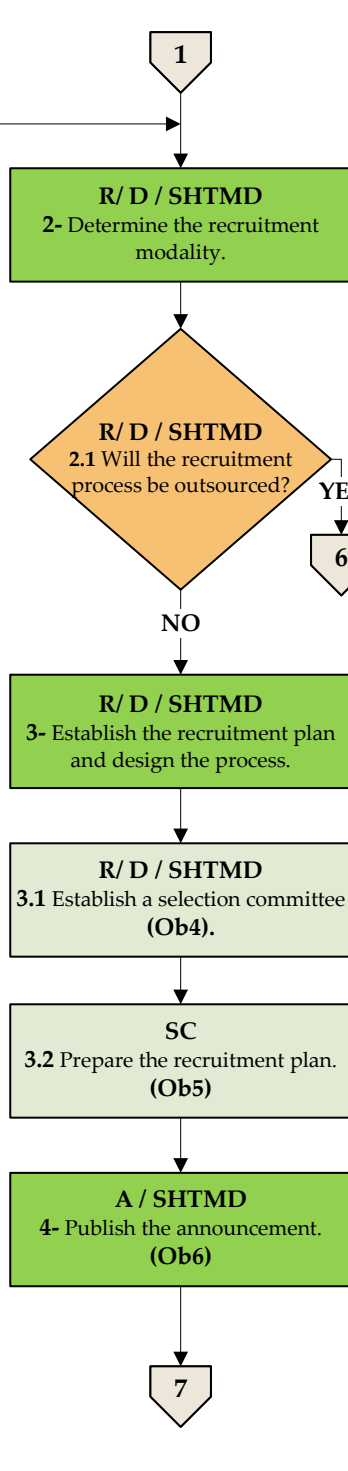
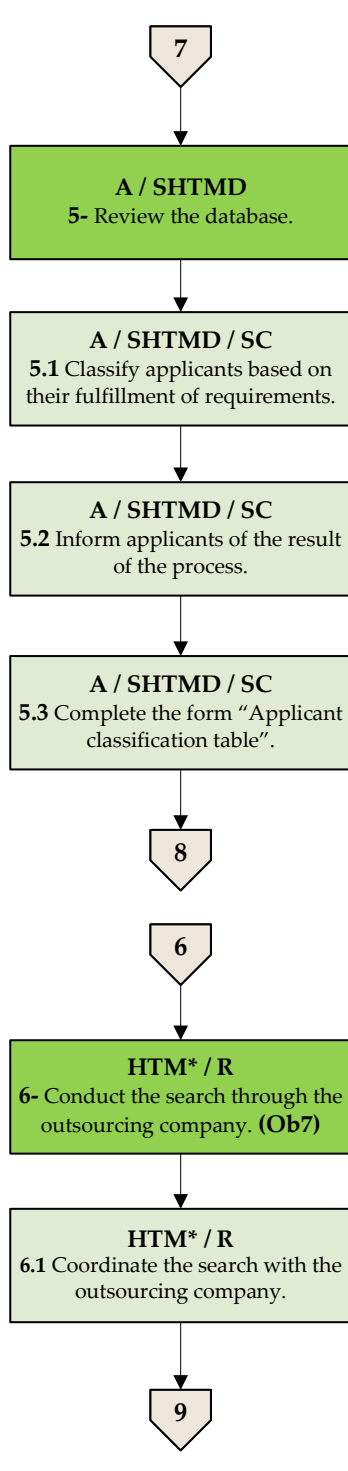
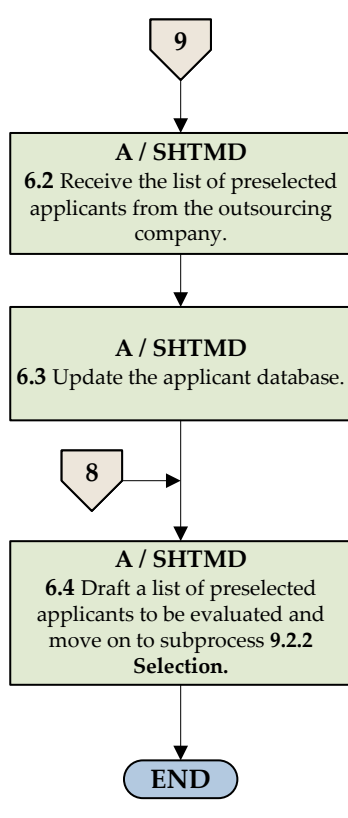
<b>Objective</b>	Draft a list of candidates that meet the preliminary requirements to fill the vacancy or new position.	
<b>Inputs</b>	<b>Background information</b>	<b>References</b>
	<ul style="list-style-type: none"> <li>Vacancy requisition or new position.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans</li> <li>Rules of Procedure of the General Directorate.</li> <li>Staff regulations.</li> <li>Staff manual.</li> <li>Positions Manual (competency profiles).</li> <li>Budget availability</li> <li>Supplier database.</li> </ul>
<b>Outcomes</b>	List of pre-selected suppliers (documents attached). Supplier database (updated).	

**Table I**

Position classification	Decision
International professional Personnel (PPI).	<ul style="list-style-type: none"> <li>Only the Director General can authorize the start of a process.</li> <li>The Human Talent Management Division leads the recruitment process and provides the corresponding directorate with assistance.</li> </ul>
Local Professional Personnel (LPP) and General Services Personnel (GSP) at Delegations.	<ul style="list-style-type: none"> <li>With authorization from the Office of the Chief of Staff, the Delegation leads the process. At the request of the Delegation, the Human Talent Management Division may lead or provide support in the process.</li> </ul>
Local Professional Personnel (LPP) and General Services Personnel (GSP) at Headquarters.	<ul style="list-style-type: none"> <li>The Human Talent Management Division leads the process and provides the Unit with support.</li> </ul>

**9.2 Employment Management.**

**9.2.1 Recruitment.**

INVOLVED	Director General (DG) Chief of Staff (CS) Director (D) Representative (R) Administrator (A) Human Talent Manager (HTM)* Staff of the Human Talent Management Division (SHTMD) Selection Committee (SC)			
Delegation / Director	HTM	Director General/ Chief of Staff	Mixed	Comments
				<p><b>Ob1:</b> The conditions set out in Table I must be met prior to initiating the subprocess. You may utilize the forms "Template – Job description" and "Template – Job profile".</p> <p><b>Ob2:</b> The Human Talent Management Division will analyze and propose the salary classification based on the duties set out in the job profile and description, and taking into account internal and external pay equity.</p> <p><b>Ob3:</b> The job profiles and descriptions for LPP in the Delegations must be validated by the HTM and the leader of the corresponding thematic area.</p>
				<p><b>Ob4:</b> The Selection Committee should comprise at least three individuals, including the future leader of the selected applicant, an additional member from the corresponding area, and at least one staff member of the HTMD when his/her support is necessary or has been requested.</p> <p><b>Ob5:</b> The recruitment plan must include at least the following:</p> <ul style="list-style-type: none"> <li>Type of tender (internal, external, mixed).</li> <li>Budget to cover the cost of the external announcement (if applicable).</li> <li>External recruitment sources: IICA's social media pages and website, press releases, employment agencies, universities or professional associations.</li> <li>Internal recruitment sources: e-mail, Human Resources Information System (for internal recruitment).</li> <li>Publication period: application period start and end dates.</li> <li>Criteria for ruling out applicants during the preliminary review of CVs.</li> <li>Estimated schedule.</li> <li>Tests (if applicable).</li> <li>Design of external announcement.</li> <li>Design of interview guide and evaluation sheet.</li> </ul>
				<p><b>Ob6:</b> For IPP, the HTMD will publish the internal announcement. The HTMD will coordinate the publication of external announcements with the corresponding Delegation.</p> <p>For Local Personnel in the Delegations, the corresponding Delegation will publish the internal or external announcement. The HTMD can provide support in this process.</p> <p>For Local Personnel at Headquarters, the HTMD will publish the internal and external announcement; in the latter case, it will coordinate the publication with the requesting unit.</p> <p><b>Ob7:</b> The outsourcing company must be previously contracted and be available in the IICA supplier database.</p>
				

## Subprocess

### 9.2.2 Selection.

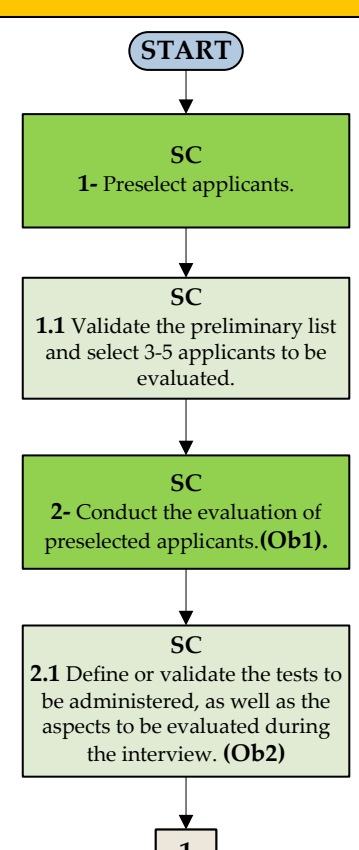
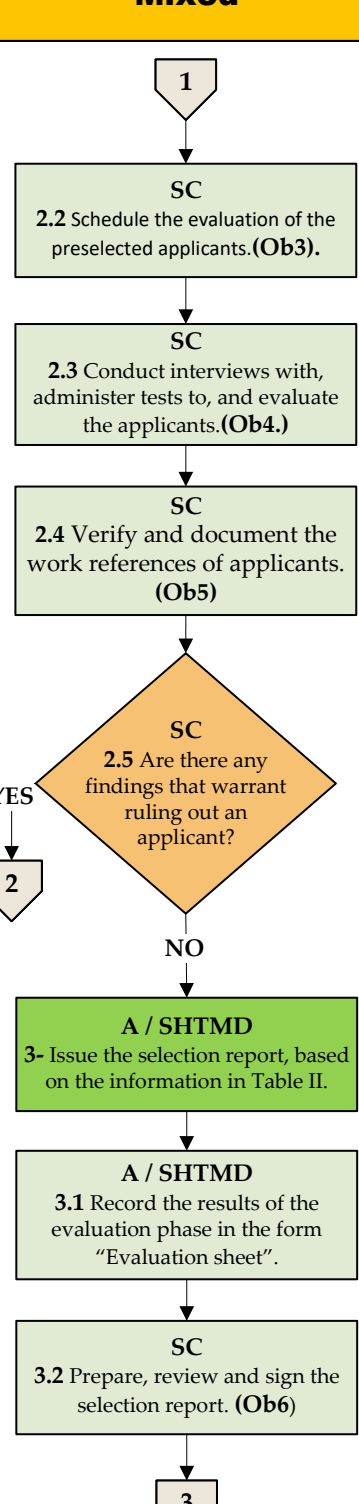
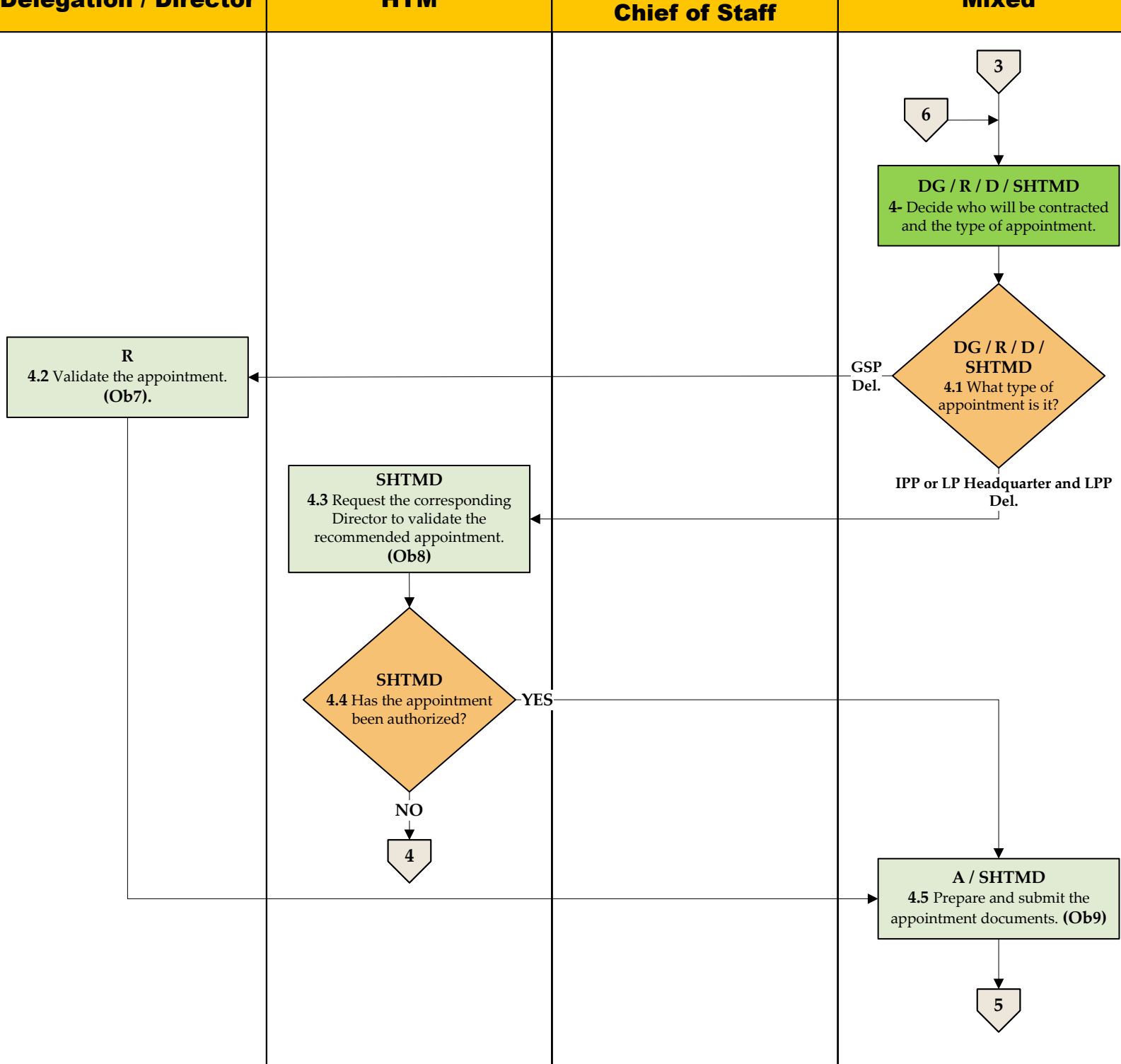
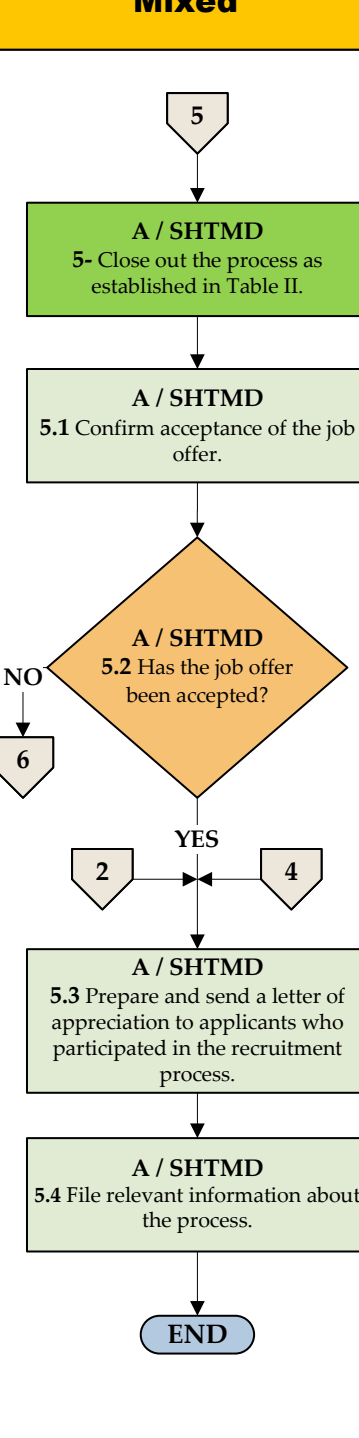
<b>Objective</b>	Select the most suitable candidates to fill competency-based vacant positions, thus contributing to the achievement of the Institute's goals.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Pre-selected applicants (with documents attached).</li> </ul>	<ul style="list-style-type: none"> <li>Staff Manual.</li> <li>Positions Manual.</li> </ul>
<b>Products</b>	Suitable candidate, selected.	

Table II

Position category	Selection report	Final decision regarding applicant to be selected	Job offer	Letter of appreciation
International Professional Personnel (IPP).	HTM	Director General	Prepared by HTMD and signed by Director General	HTM
Local Professional Personnel (LPP) at Delegations.	Delegation leading process or HTMD (as agreed upon)	Representative (with the authorization of Headquarters, via the HTMD)	Prepared by Delegation and signed by Representative	Delegation
General Services Personnel (GSP) at Delegations	Delegation leading process or HTMD (as agreed upon)	Representative (with an opinion regarding who will be the leader of the selected individual)	Prepared by Delegation and signed by Representative	Delegation
Local Professional Personnel (LPP) and General Services Personnel (GSP) at Headquarters.	HTM	Leader of requesting Unit	Prepared by HTMD and signed by Human Talent Manger	HTM

**9.2 Employment Management.**

**9.2.2 Selection.**

INVOLVED	Director General (DG) Chief of Staff (CS) Director (D) Representative (R) Administrator (A) Human Talent Manager (HTM)* Staff of the Human Talent Management Division (SHTMD) Selection Committee (SC)			
Delegation / Director	HTM	Director General/ Chief of Staff	Mixed	Comments
				<p><b>Ob1:</b> It is important to secure adequate spaces in which to carry out interviews and administer tests, whether virtually or in person.</p> <p><b>Ob2:</b> The criteria to be evaluated and the tests to be administered are included in the recruitment plan.</p> <p>These aspects are listed in the form "Evaluation sheet".</p>
				<p><b>Ob3:</b> Applicants receive an appointment for an interview or test, to be conducted virtually or in person.</p> <p><b>Ob4:</b> If technical tests are to be administered, the document or test to be completed by preselected applicants must be sent out in a timely manner before the evaluation or interview.</p> <p><b>Ob5:</b> The work references phase may be carried out before or after the evaluation (interview/test). To that end, you may use the forms "Template- Request for work references" and "Template- Work references".</p> <p><b>Ob6:</b> The selection report must contain at least the following:                      Information on the planning phase (background)                      Strategy for announcing recruitment process (type of tender, publication dates, means of publication)                      Analysis of CVs (number of CVs received)                      Evaluation of applicants (performance during interview/ tests)                      Recommendation regarding ideal person to fill vacancy.                      To this end, you may utilize the "Template- Selection Report"</p>
				<p><b>Ob7:</b> Provided all the necessary approvals were obtained throughout the recruitment process, the Representative (in consultation with the future leader of the selected applicant) is the person who grants authorization to appoint the selected individual.</p> <p><b>Ob8:</b> For vacant Local Professional Personnel positions in the Delegations, Headquarters (HTM, Chief of Staff and Director of the corresponding area) must approve the process carried out and the recommendation regarding the selected individual before the job offer is made.</p> <p><b>Ob9:</b> Each Delegation will send the job offer to the selected individual. The HTMD will do so for IPP and LPP at Headquarters.                      To this end, you may utilize the "Template- Job offer". Prior to making the appointment, it is important to verify the documentation submitted by the selected applicant. If any documents were not submitted on time, or if any errors are identified, the offer must be rescinded.</p>
				



## Subprocess

### 9.2.3 Integration

<b>Objective</b>	Ensure that new or promoted staff are adequately integrated, and receive the necessary information to understand the Institute and the position they are assuming.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Selected personnel.</li> </ul>	<ul style="list-style-type: none"> <li>Rules of Procedure of the General Directorate.</li> <li>Staff Rules.</li> <li>Staff Manual.</li> <li>Positions Manual (competency profiles).</li> <li>Integration Program (according to the position classification).</li> <li>Valid laws / regulations of each country.</li> <li>Trial period evaluation.</li> </ul>
<b>Products</b>	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.

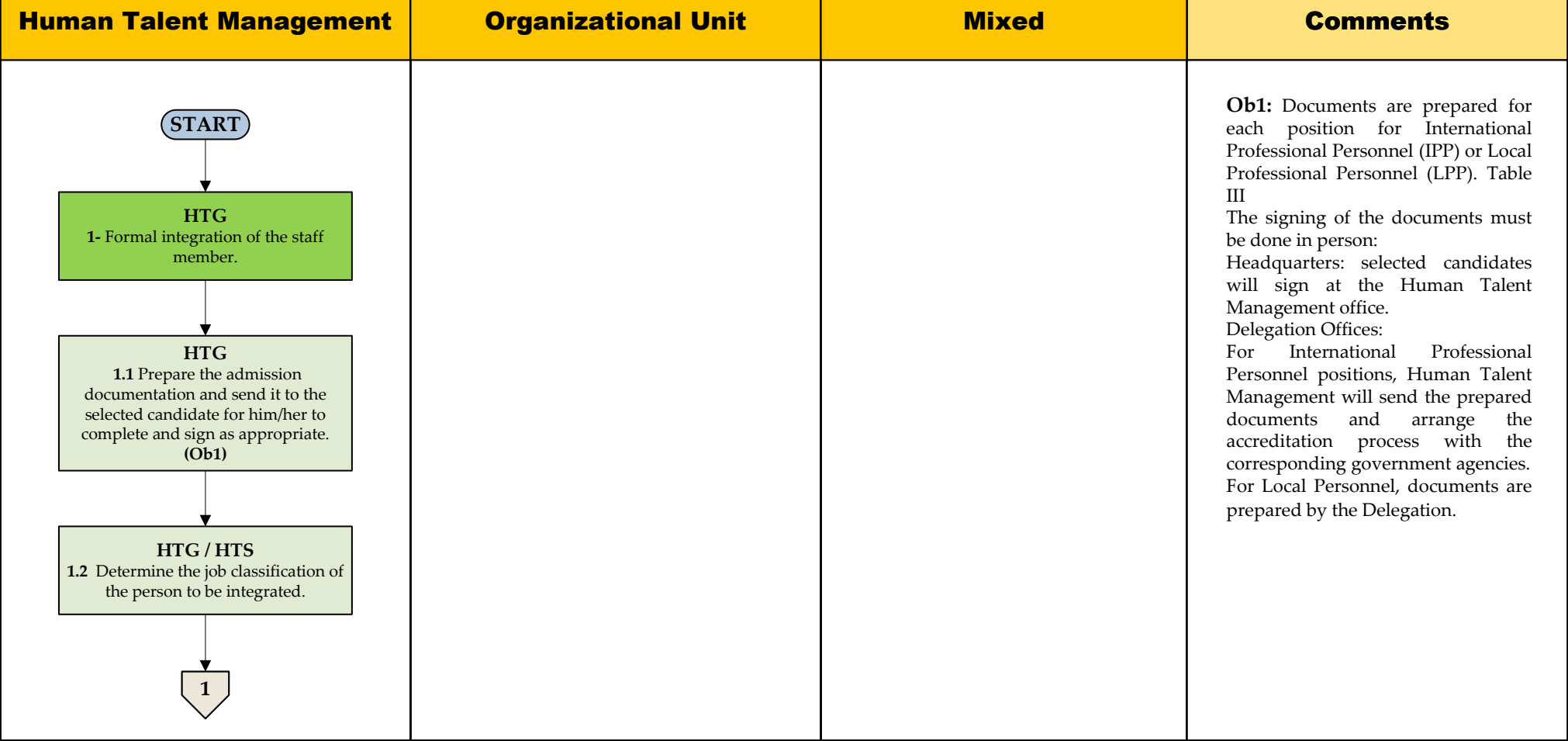
Position category	International Professional Personnel	Local Personnel (LPP / GSP)
Letter of employment / appointment signed by the Director General.	x	
Letter outlining benefits signed by the Human Talent Manager.	x	
Letter and annexes/forms for incorporation of the staff member in the OAS Pension and Retirement Fund (welfare and retirement).	x	
Request for personal/professional information and photograph for admission notice.	x	x
Request for OAS official travel document (form).	x	
Plan de Previsión OEA (formulario y nota de envío)	x	
Designación beneficiarios plan de previsión OEA y nota para el envío	x	
Information to open an OAS Credit Union savings and credit account (presentation).	x	
Sworn Statement (Representatives and trust personnel)	x	
Declaration of Loyalty	x	
Physical exam and medical records.	x	x
Insurance documents.	x	x
Designation of beneficiaries of policy 3108 (Life, accidents and health insurance).	x	x
Designation of general beneficiaries (in the event of death).	x	
Authorization of bank account for the payment of salaries (SAL #1 Form).	x	
Authorization of bank account for the payment of salaries (SAL #2 Form).	x	
Authorization of bank account for the payment of salaries through SINPE / BNCR (SAL #4 Form)	x	
Bank account form (deposit authorization).		x
Work contract for a defined period of time.		x
Work contract for an indefinite period.		x

LPP: Local professional Personnel. / GSP: General Services Personnel.

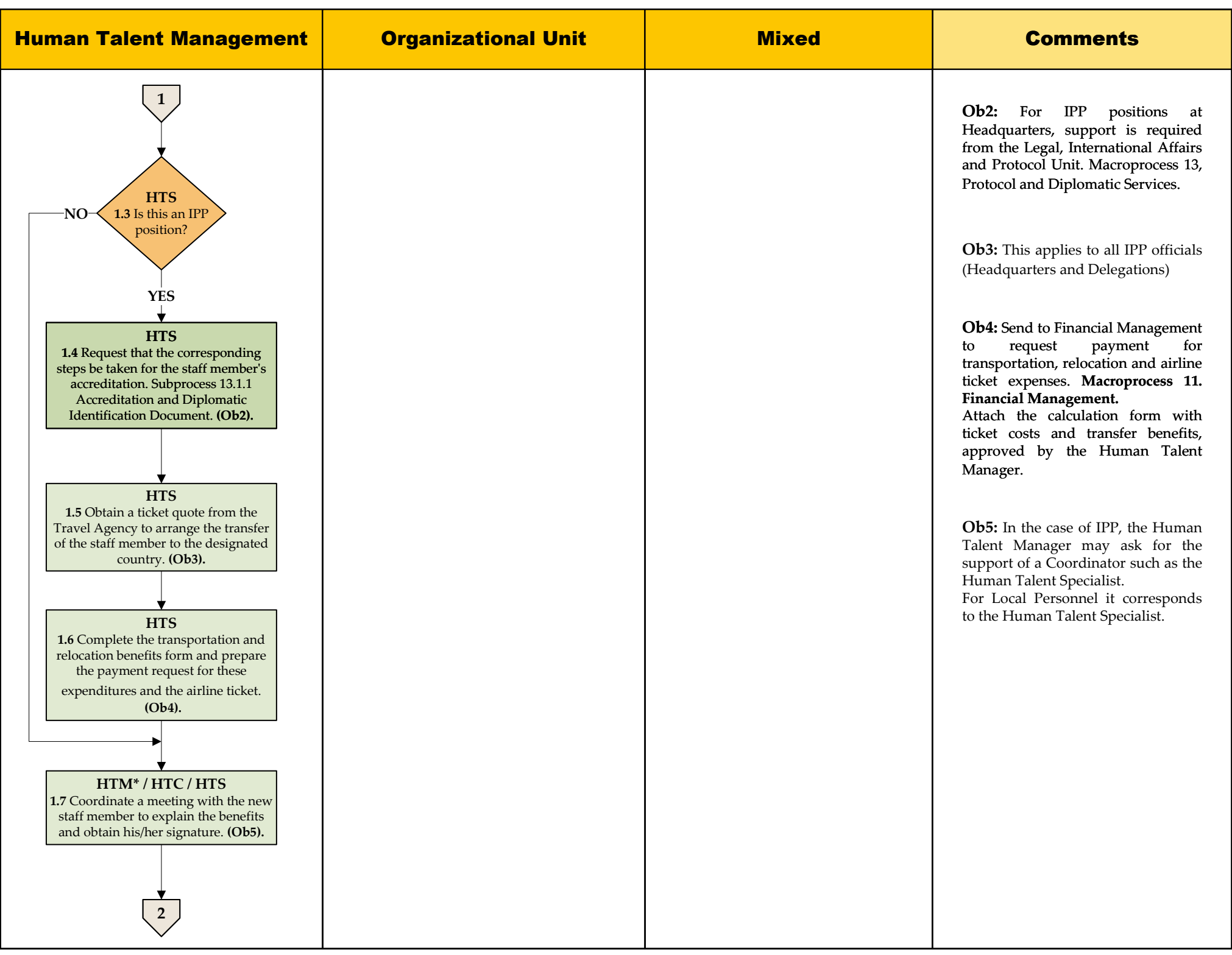
**9.2 Employment Management.**

**9.2.3 Integration.**

<b>INVOLVED</b>	<b>Human Talent Manager* HTM* ) Human Talent Coordinator ( HTC ) Human Talent Specialist ( HTS ) Organizational Unit Supervisor ( OUS )</b>		
	<b>Human Talent Management</b>	<b>Organizational Unit</b>	<b>Mixed</b>



**Ob1:** Documents are prepared for each position for International Professional Personnel (IPP) or Local Professional Personnel (LPP). Table III  
The signing of the documents must be done in person:  
Headquarters: selected candidates will sign at the Human Talent Management office.  
Delegation Offices:  
For International Professional Personnel positions, Human Talent Management will send the prepared documents and arrange the accreditation process with the corresponding government agencies.  
For Local Personnel, documents are prepared by the Delegation.

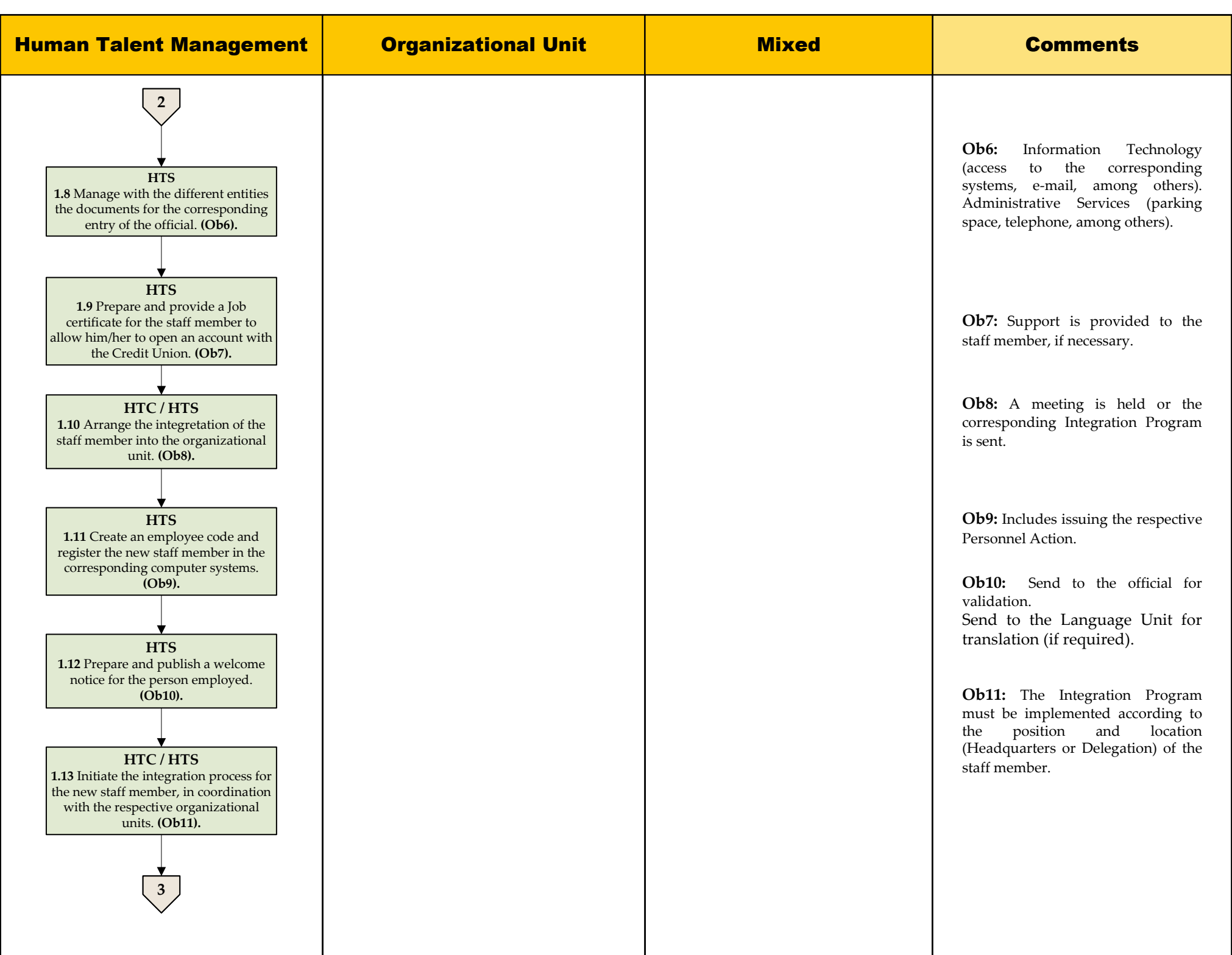


**Ob2:** For IPP positions at Headquarters, support is required from the Legal, International Affairs and Protocol Unit. Macroprocess 13, Protocol and Diplomatic Services.

**Ob3:** This applies to all IPP officials (Headquarters and Delegations)

**Ob4:** Send to Financial Management to request payment for transportation, relocation and airline ticket expenses. **Macroprocess 11. Financial Management.** Attach the calculation form with ticket costs and transfer benefits, approved by the Human Talent Manager.

**Ob5:** In the case of IPP, the Human Talent Manager may ask for the support of a Coordinator such as the Human Talent Specialist.  
For Local Personnel it corresponds to the Human Talent Specialist.



**Ob6:** Information Technology (access to the corresponding systems, e-mail, among others). Administrative Services (parking space, telephone, among others).

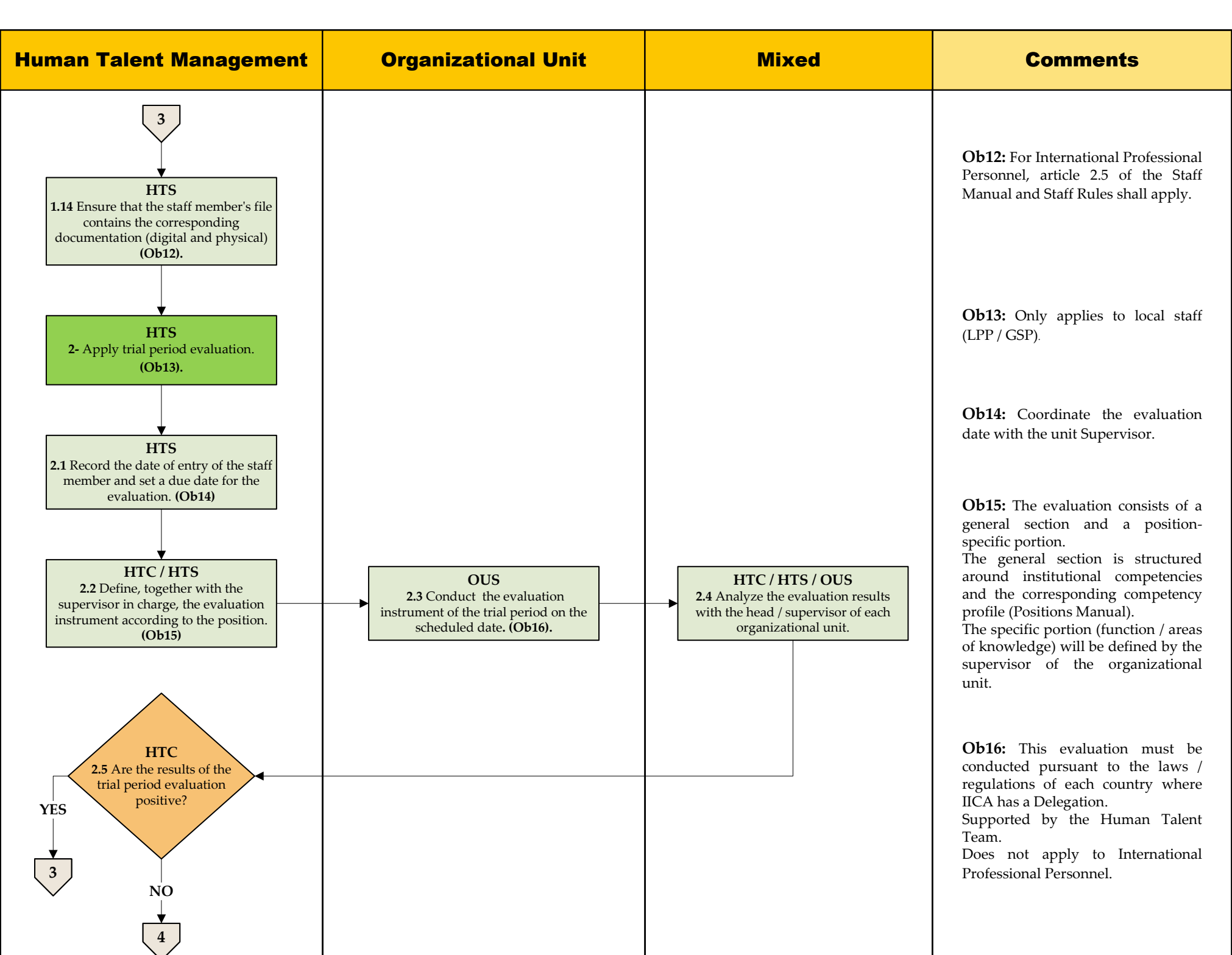
**Ob7:** Support is provided to the staff member, if necessary.

**Ob8:** A meeting is held or the corresponding Integration Program is sent.

**Ob9:** Includes issuing the respective Personnel Action.

**Ob10:** Send to the official for validation. Send to the Language Unit for translation (if required).

**Ob11:** The Integration Program must be implemented according to the position and location (Headquarters or Delegation) of the staff member.



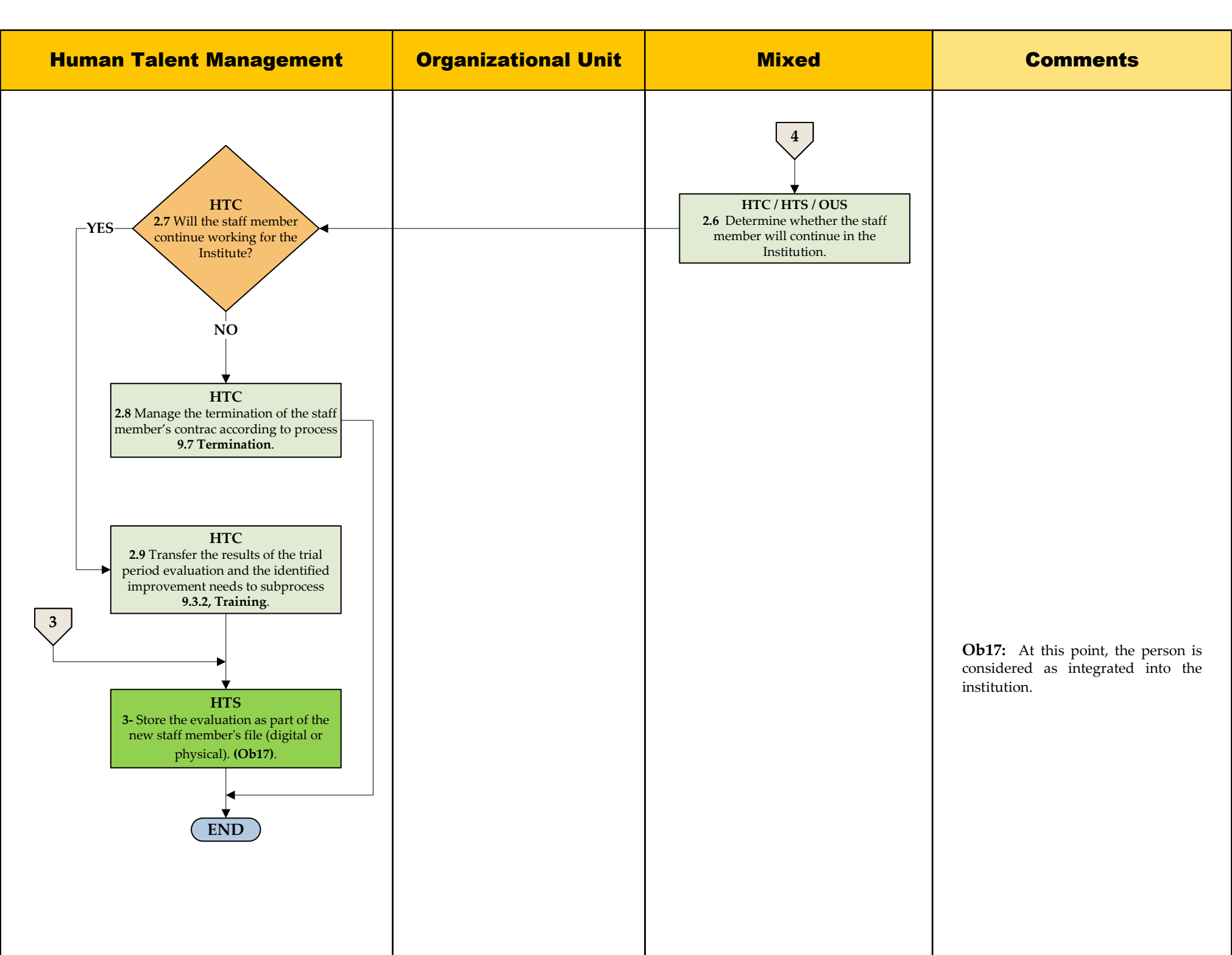
**Ob12:** For International Professional Personnel, article 2.5 of the Staff Manual and Staff Rules shall apply.

**Ob13:** Only applies to local staff (LPP / GSP).

**Ob14:** Coordinate the evaluation date with the unit Supervisor.

**Ob15:** The evaluation consists of a general section and a position-specific portion. The general section is structured around institutional competencies and the corresponding competency profile (Positions Manual). The specific portion (function / areas of knowledge) will be defined by the supervisor of the organizational unit.

**Ob16:** This evaluation must be conducted pursuant to the laws / regulations of each country where IICA has a Delegation. Supported by the Human Talent Team. Does not apply to International Professional Personnel.



**Ob17:** At this point, the person is considered as integrated into the institution.

## Subprocess

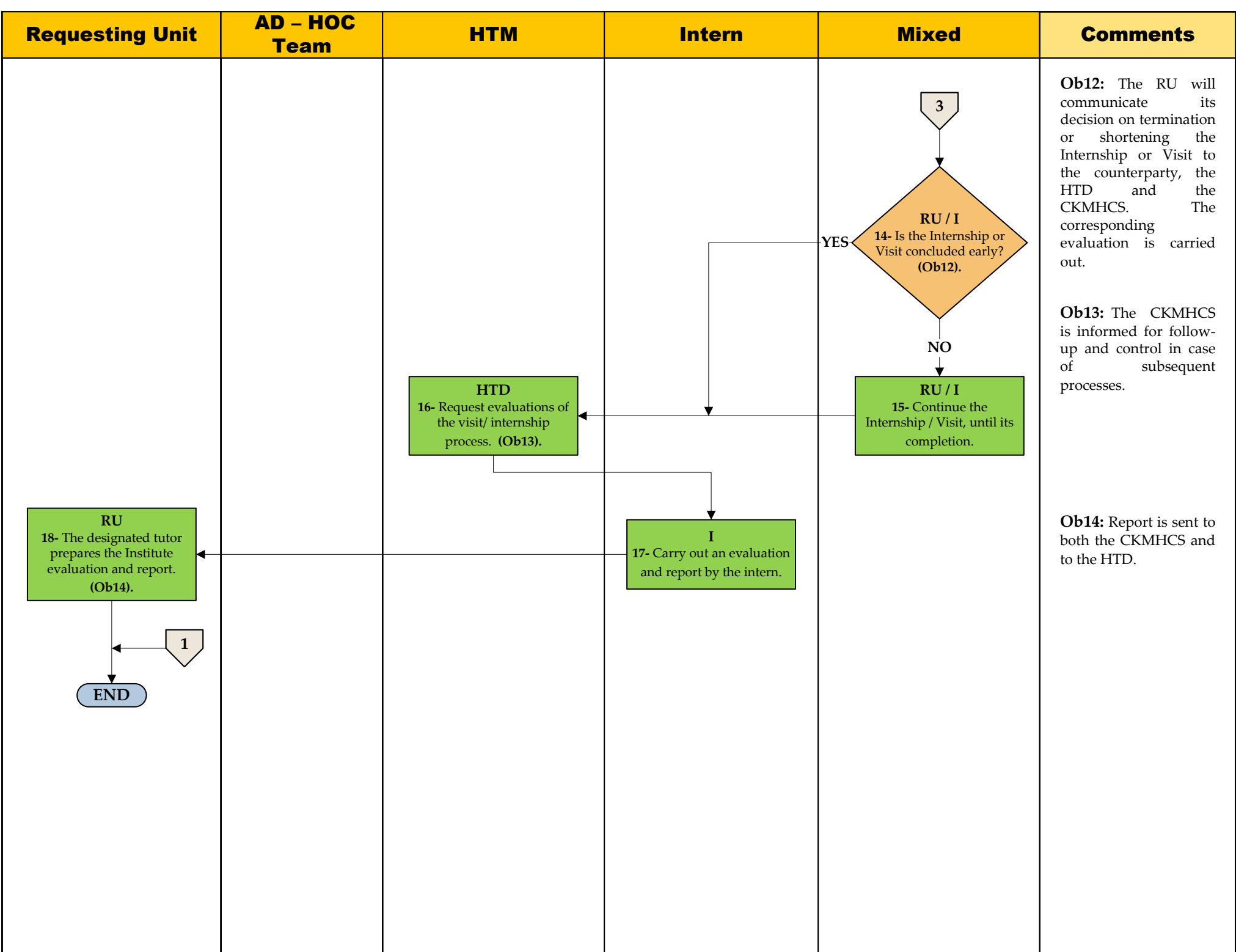
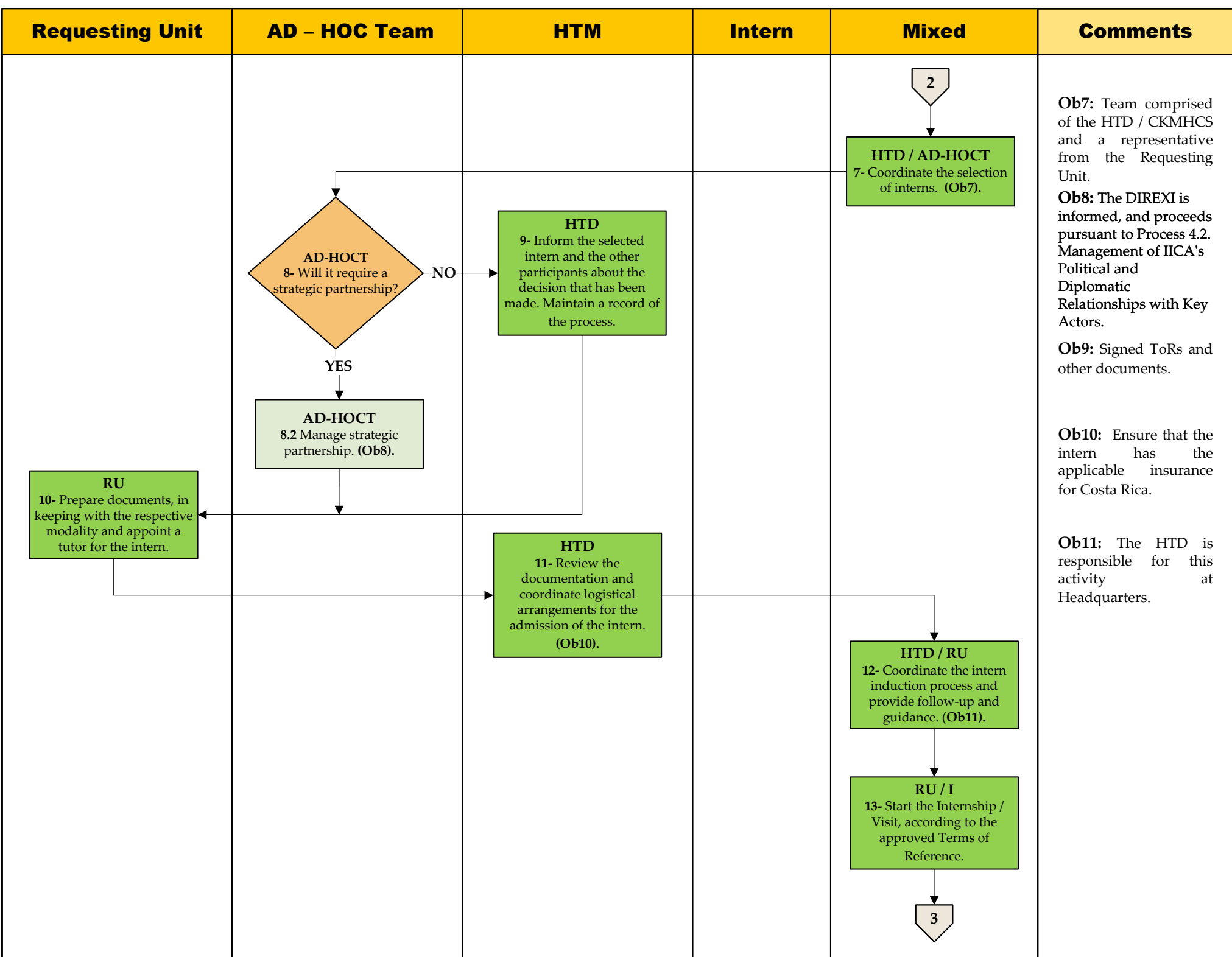
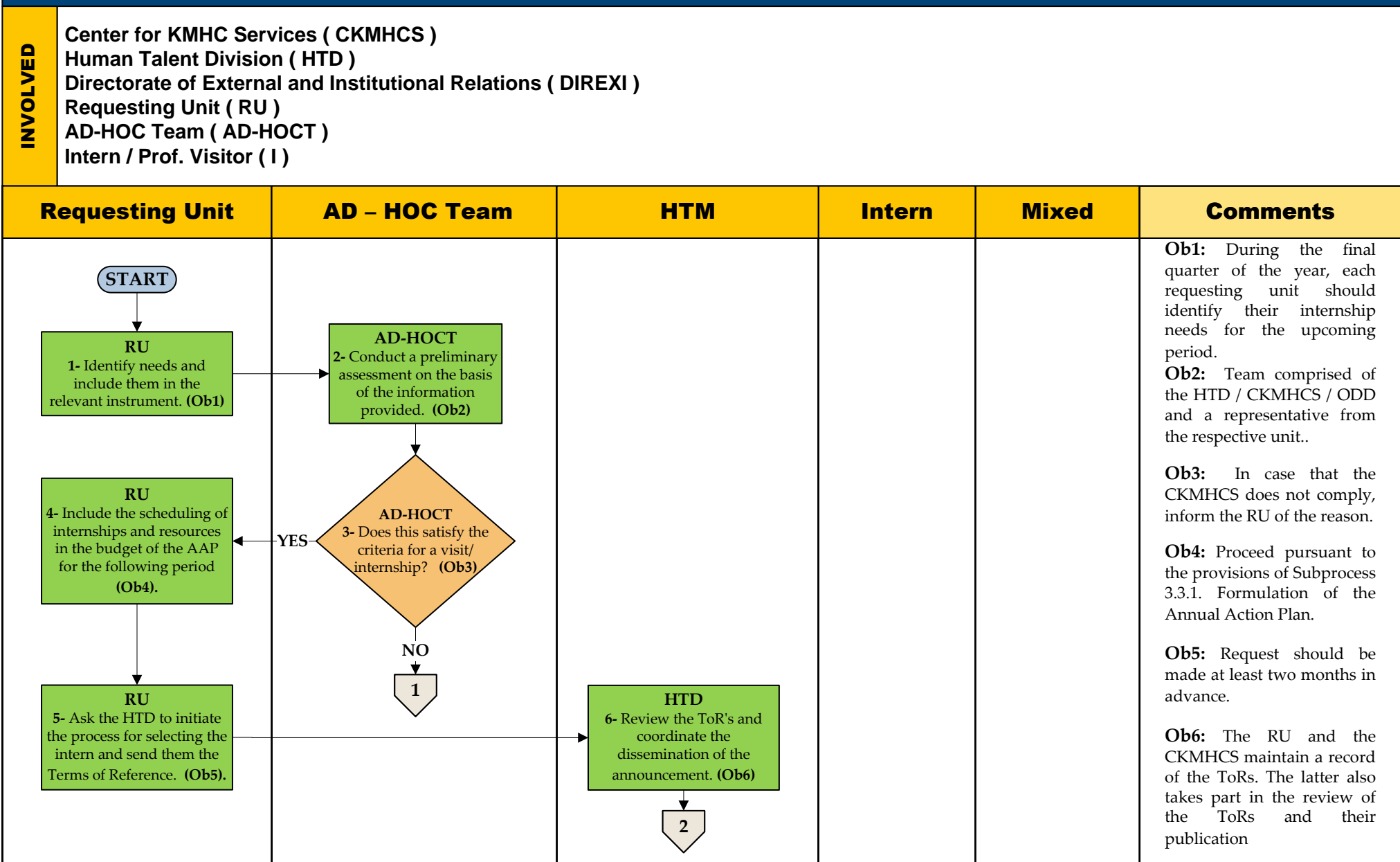
### 9.2.4 Management of Professional Visits and Internships

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	Request for professional visit or internship.	<ul style="list-style-type: none"> <li>• Personnel Rules and Regulations</li> <li>• Personnel Manual (2.15)</li> <li>• Existing regulations of the Visiting Professionals and Internship Program.</li> </ul>
<b>Products</b>	Completion of visits and internships by professionals and students. Institutional entities that have received the benefits of visits and internships.	



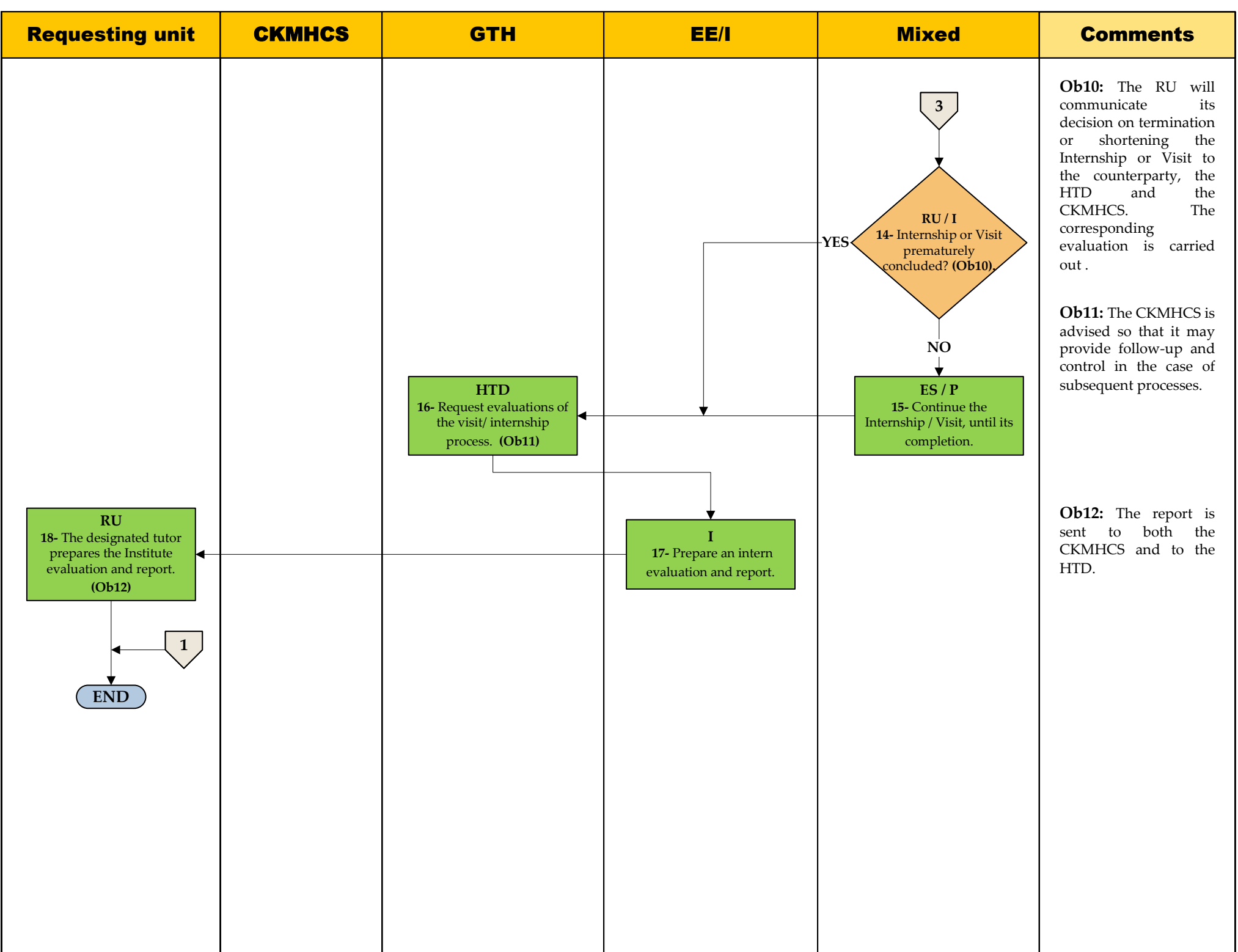
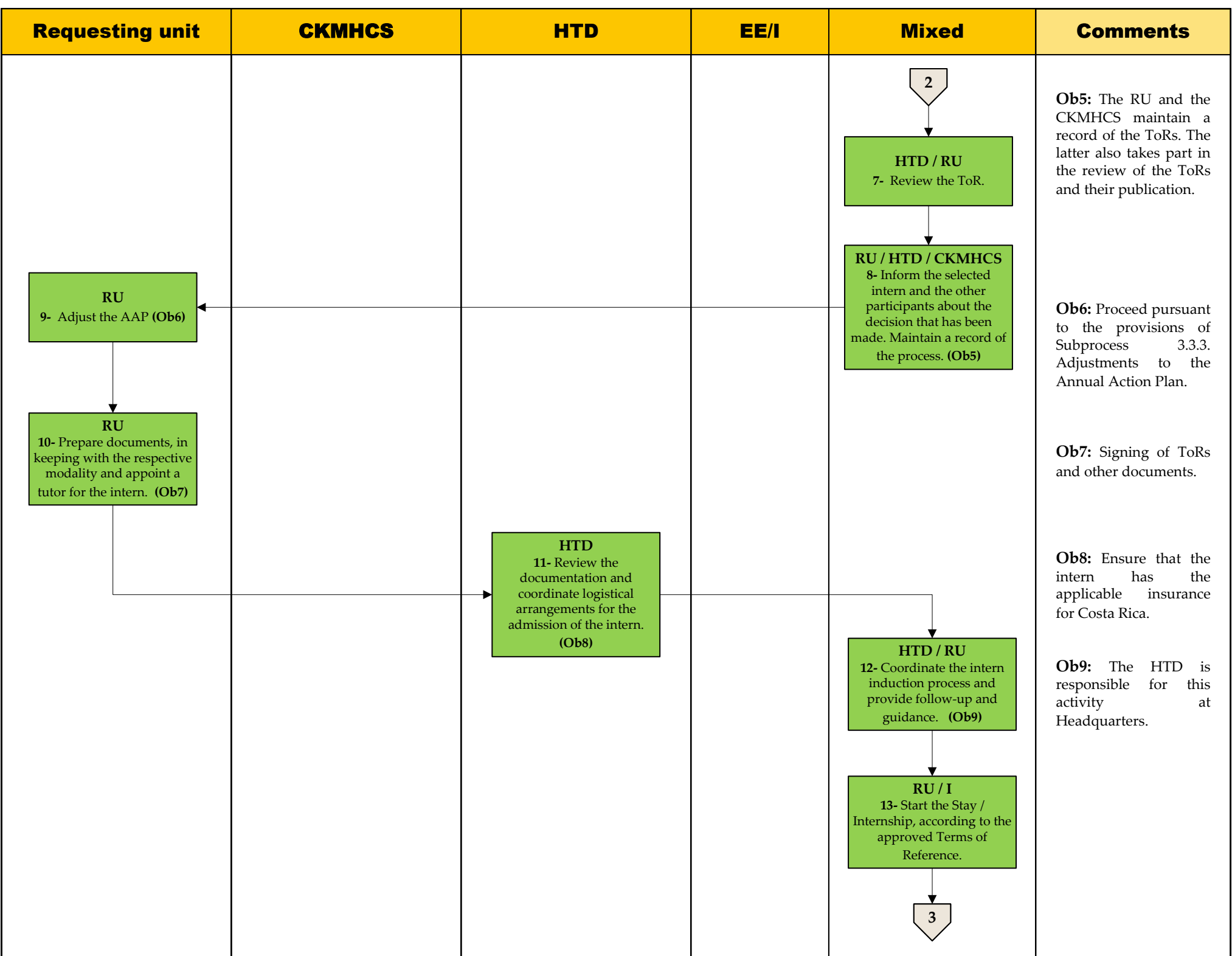
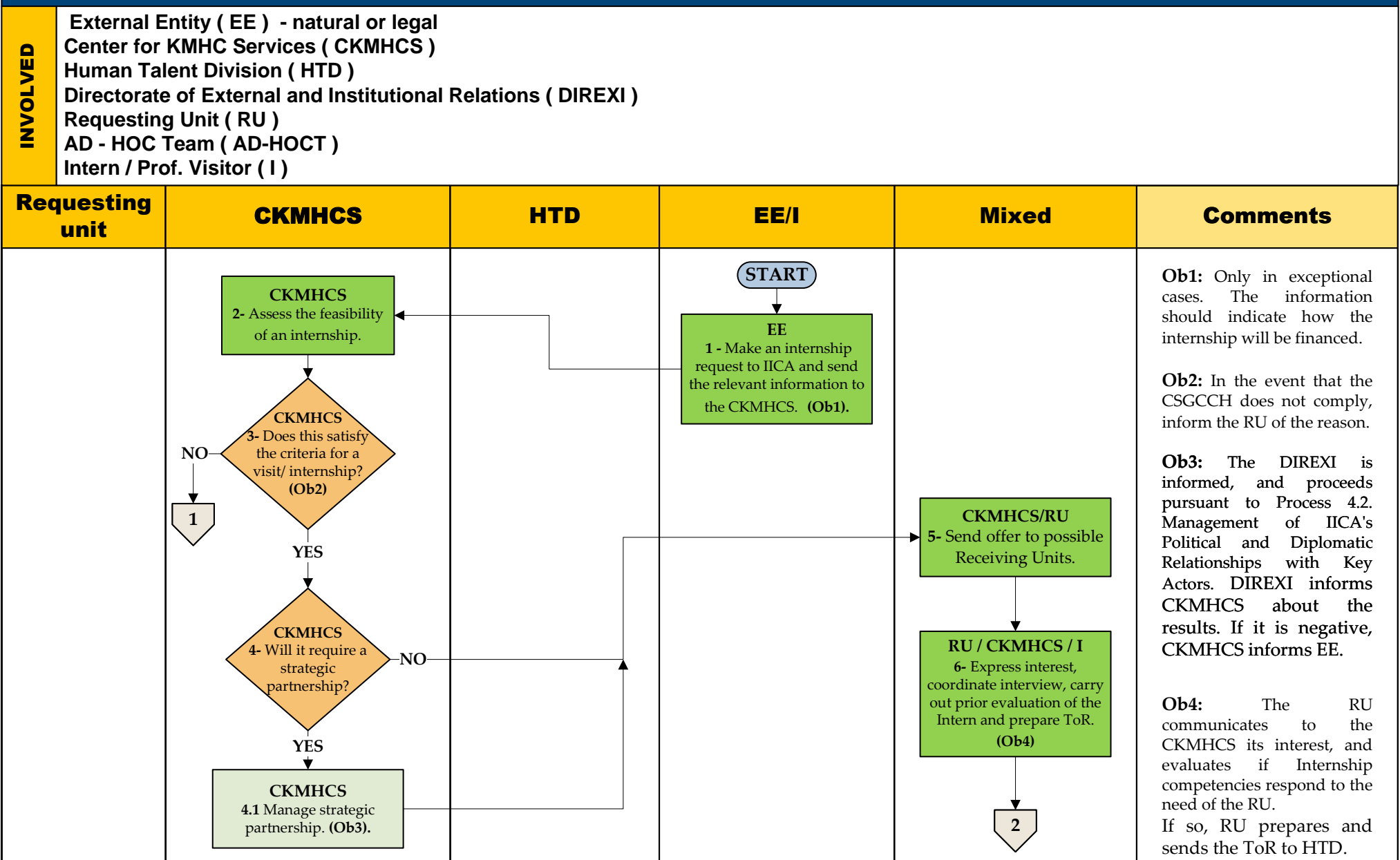
**9.2 Employment Management.**

**9.2.4 Management of Professional Visits and Internships. (Schedule -Headquarters)**



**9.2 Employment Management.**

**9.2.4 Management of Visits and Internships (Unscheduled - Headquarters)**



**9.2 Employment Management.**

**9.2.4 Management of Visits and Internships (Scheduled) (Delegations)**

<b>INVOLVED</b>	Center for KMHC Services ( CKMHCS ) Human Talent Division ( HTD ) Directorate of External and Institutional Relations ( DIREXI ) Requesting Unit ( RU ) AD - HOC Team ( AD-HOCT ) Delegations ( D ) Intern / Prof. Visitor ( I )				
	Delegations/RU	AD – HOC team	HTM	I	Mixed
<pre>                     graph TD                         START([START]) --&gt; D1[D 1- Identify needs and include them in the relevant instrument. (Ob1).]                         D1 --&gt; ADHOCT2[AD-HOCT 2- Conduct a preliminary assessment on the basis of the information provided. (Ob2).]                         ADHOCT2 --&gt; ADHOCT3{AD-HOCT 3- Does this satisfy the criteria for a visit/ internship? (Ob3).}                         ADHOCT3 -- NO --&gt; 1{{1}}                         ADHOCT3 -- YES --&gt; ADHOCT4{AD-HOCT 4- Will it require a strategic partnership?}                         ADHOCT4 -- NO --&gt; D5[D 5- Include the scheduling of internships and resources in the budget of the AAP for the following period.]                         ADHOCT4 -- YES --&gt; CKMHCS[CKMHCS 4.1 Manage strategic partnership. (Ob3).]                         D5 --&gt; 2{{2}}                         CKMHCS --&gt; 2                         2 --&gt; D6[D 6- Delegation follows the decentralized process to initiate development and undertake the internship. (Ob6).]                 </pre>					
<p><b>Ob1:</b> During the final quarter of the year, each requesting unit should identify their internship needs for the upcoming period.</p> <p><b>Ob2:</b> This team is comprised of the HTD / CKMHCS / ODD and a representative from the relevant unit.</p> <p><b>Ob3:</b> CKMHCS informs the Delegation of the reason for its decision.</p> <p><b>Ob4:</b> The DIREXI is informed, and proceeds pursuant to Process 4.2. Management of IICA's Political and Diplomatic Relationships with Key Actors.</p> <p><b>Ob5:</b> Proceed pursuant to the provisions of Subprocess 3.3.3. Adjustments to the Annual Action Plan.</p>					

Delegations/RU	AD – HOC team	HTM	I	Mixed	Comments
<pre>                     graph TD                         2{{2}} --&gt; D6[D 6- Delegation follows the decentralized process to initiate development and undertake the internship. (Ob6).]                         D6 --&gt; D7{D / I 7- Is the Internship or Visit concluded early? (Ob7).}                         D7 -- YES --&gt; I10[I 10- Prepare an intern evaluation and report.]                         D7 -- NO --&gt; DI8[D / I 8- Continue the Internship / Visit, until its completion.]                         I10 --&gt; ES11[ES 11- Prepare an evaluation and report by the Institute, and send them with the intern's CV and ToRs to the CKMHCS. (Ob9).]                         DI8 --&gt; HTD9[HTD 9- Request evaluations of the visit/ internship process. (Ob8).]                         HTD9 --&gt; ES11                         ES11 --&gt; 1{{1}}                         1 --&gt; END([END])                 </pre>					
<p><b>Ob6:</b> Delegation sends the CKMHCS the ToRs, as well as the results of the selection process.</p> <p><b>Ob7:</b> The ES will communicate its decision on termination or shortening the Internship or Visit to the counterparty, the HTD and the CKMHCS. The corresponding evaluation is carried out</p> <p><b>Ob8:</b> The CKMHCS is advised so that it may provide follow-up and control in the case of subsequent processes.</p> <p><b>Ob9:</b> At the request of the educational institution of the intern, the Delegation will send a report and evaluation of the internship.</p>					

## 9.2 Employment Management.

### 9.2.4 Management of Visits and Internships. (Unscheduled) (Delegations)

<b>INVOLVED</b>	<p>External Entity ( EE ) natural or legal Center for KMHC Services ( CKMHCS ) Human Talent Division ( HTD ) Directorate of External and Institutional Relations ( DIREXI ) Requesting Unit ( RU ) AD - HOC Team ( AD-HOCT ) Delegations ( D ) Intern / Prof. Visitor ( I )</p>				
	Delegations	HTM	EE / I	Mixed	Comments
					<p><b>Ob1:</b> Only in exceptional cases. The information should indicate how the internship will be financed.</p> <p><b>Ob2:</b> In the event that the CKMHCS does not comply, inform the RU of the reason.</p> <p><b>Ob3:</b> Ob3: The DIREXI is informed, and proceeds pursuant to Process 4.2. Management of IICA's Political and Diplomatic Relationships with Key Actors. DIREXI informs to CKMHCS about the results. If it is negative, CKMHCS informs EE..</p>

Delegations	HTM	EE / I	Mixed	Comments
				<p><b>Ob4:</b> Proceed pursuant to the provisions of Subprocess 3.3.3. Adjustments to the Annual Action Plan.</p> <p><b>Ob5:</b> The Delegations sends the ToRs to the CKMHCS and HTD, as well as the results of the selection process.</p> <p><b>Ob6:</b> The RU will communicate its decision to terminate or shorten the Internship or Visit to the counterpart, the HTD and the CKMHCS. The corresponding evaluation is carried out.</p> <p><b>Ob7:</b> Ob7: The CKMHCS is advised so that it may provide follow-up and control in the case of subsequent processes.</p> <p><b>Ob8:</b> At the request of the educational institution of the intern, the Delegation will send a report and evaluation of the internship.</p>

**Process**

**9.3 Training and development.**

<b>Objective</b>	Promote the training, development and recognition of IICA staff so that they can successfully meet the requirements of their roles.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization by country and by region.
<b>Specific rules and regulations</b>	Personnel manual , rules and regulations.
<b>Informatic Systems</b>	SUGI - Individual Performance Evaluation System (IPES) – SAPIENS 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).
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Check-in and APM</li> <li>• Ratio or percentage of improvement of key competencies.</li> <li>• Identification of key positions and officials with high potential within the institution.</li> </ul>

<b>Process</b>	<b>Subprocess</b>
9.3 Training and development.	9.3.1 Performance Management.
	9.3.2 Training.
	9.3.3 High Potential Management.



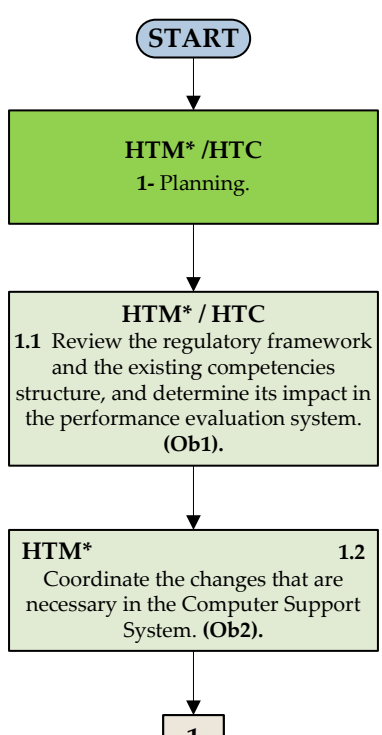
## Subprocess

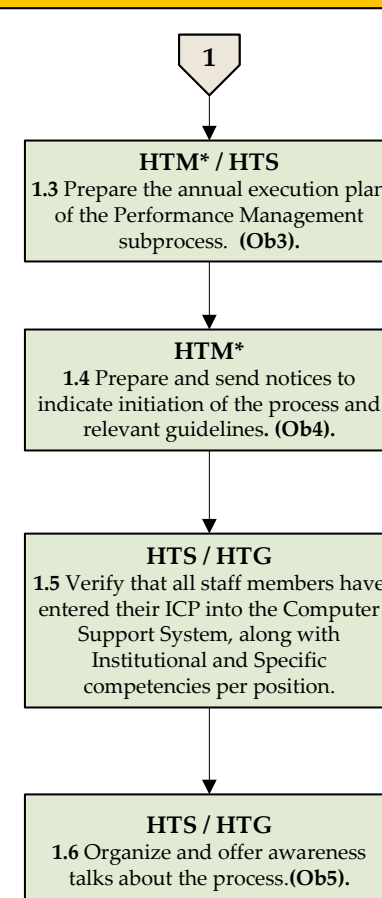
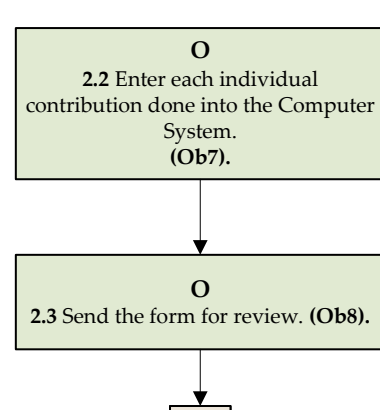
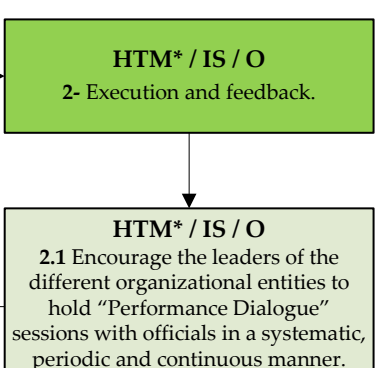
### 9.3.1 Performance Management.

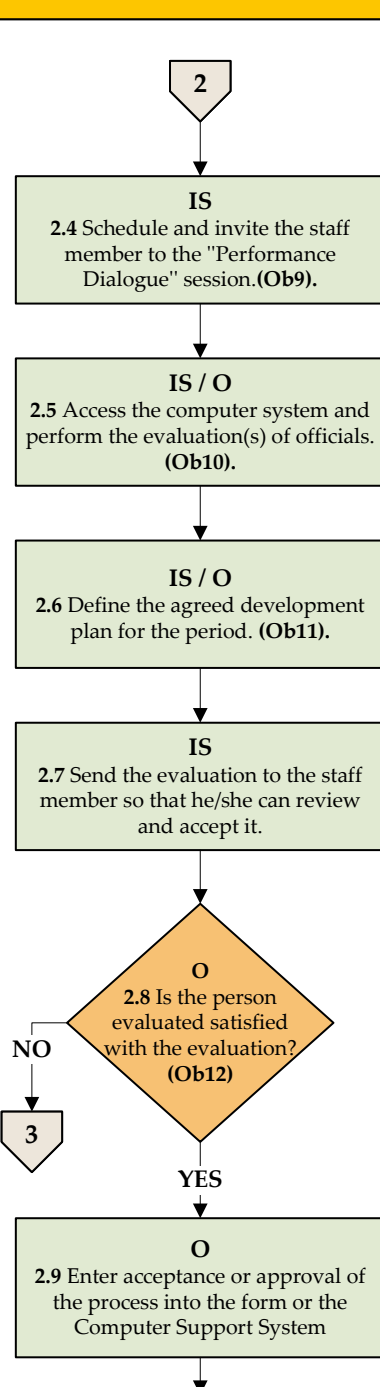
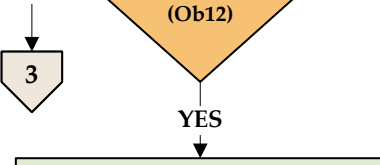
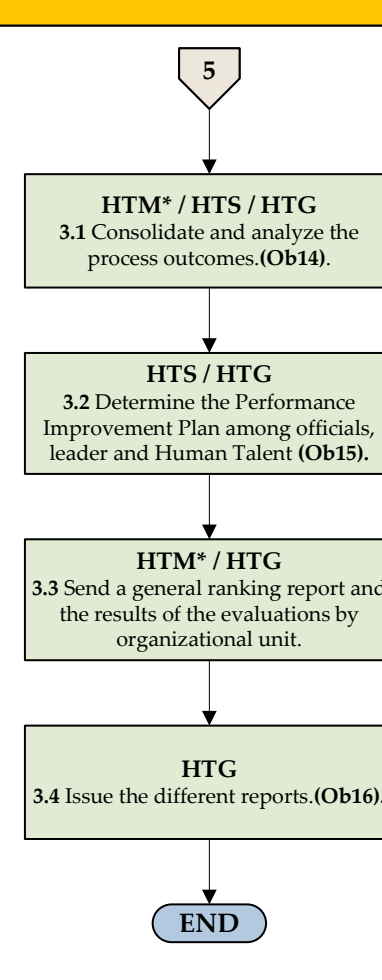
<b>Objective</b>	Determine the contribution, commitment and competencies of staff members, in order to ensure the boosting and development of their individual capacities and increase the value of their contribution to the Institute's objectives and results.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Annual Performance Map</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans.</li> <li>Annual Action Plans of organizational units.</li> <li>Rules of Procedure of the General Directorate.</li> <li>Staff Regulations.</li> <li>Staff Manual.</li> <li>System for the Determination of Remuneration for IICA Personnel.</li> <li>Positions Manual (Competency Profiles).</li> <li>Annual Performance Map (APM).</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>Results of the Human Capital evaluation for decision-making (development and retention).</li> <li>Development Plans (updated)</li> <li>Identification of High Potential.</li> </ul>	

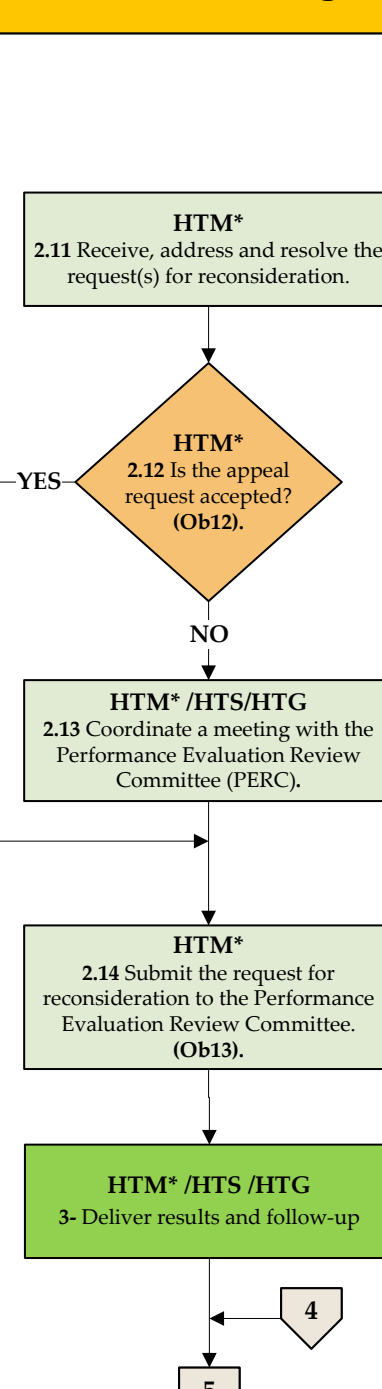
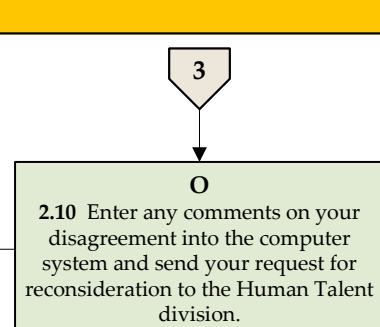
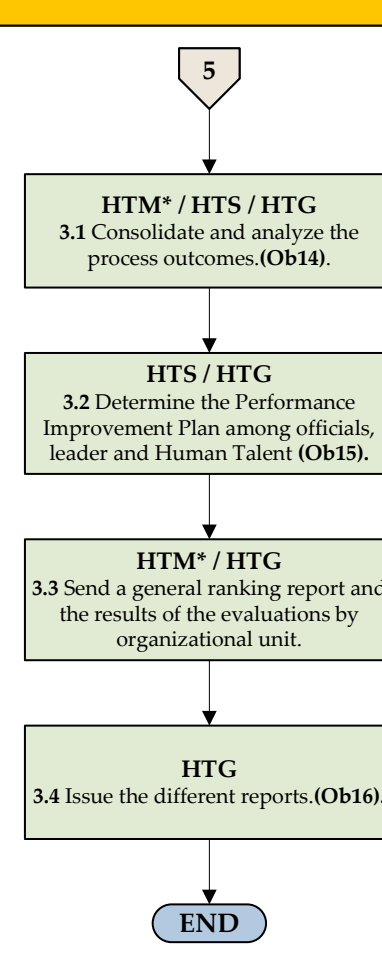
**9.3 Training and development.**

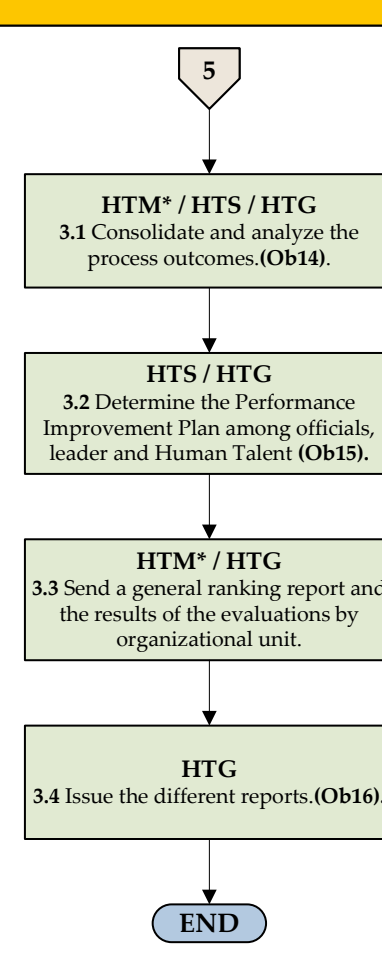

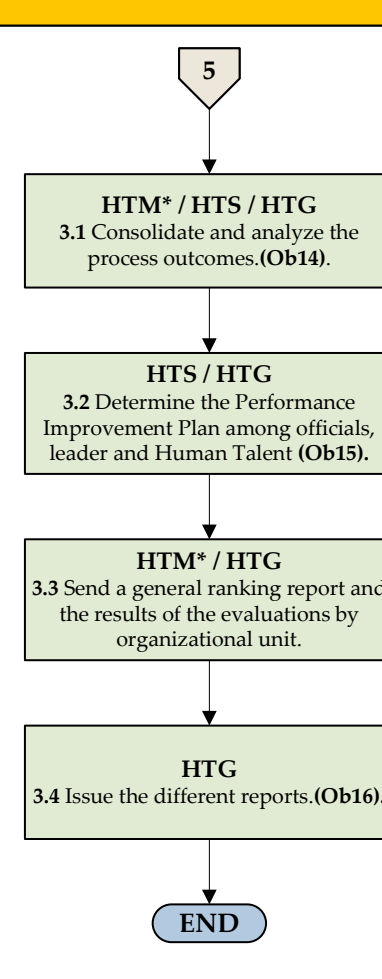
**9.3.1 Performance Management.**

INVOLVED	Human Talent Management		
<p><b>Human Talent Manager* ( GTH* )</b>  <b>Human Talent Coordinator ( HTC )</b>  <b>Human Talent Specialist ( HTS )</b>  <b>Immediate Supervisor ( IS )</b>  <b>Official ( O )</b></p>	<p><b>Human Talent Management</b></p>	<p><b>Unit</b></p>	<p><b>Mixed</b></p>
<p><b>Comments</b></p>			

Human Talent Management	Unit	Mixed	Comments
			<p><b>Ob3:</b> The Plan must set the dates for each activity conducted, including the design of the Individual Contribution Plan (ICP) through SMART objectives, personnel awareness and training provided to participants in the process.</p> <p><b>Ob4:</b> All staff members are notified of the periodic follow-ups ("Performance Dialogues"), and due dates for entering results into the Computer Support System.</p> <p><b>Ob5:</b> On-site at Headquarters and on-line for the Delegations.</p> <p><b>Ob6:</b> These sessions, to be held before the evaluation meeting, must enable a joint analysis by managers and officials:  <i>How are things going?</i>  <i>Why are things going the way they are going?</i>  <i>What can we improve?</i>  <i>How can I help you?</i></p> <p><b>Ob7:</b> This corresponds to the time of the annual evaluation. All staff members access the Computer Support System and register all the achievements for each outcome defined in their APM.</p> <p><b>Ob8:</b> Once all staff members have completed their evaluation, the Computer Support System will automatically notify their Supervisor / Manager via e-mail.</p>

Human Talent Management	Unit	Mixed	Comments
			<p><b>Ob9:</b> The formal evaluation is conducted during this meeting. The supervisor will invite the staff member with advance notice, making sure all considerations for the meeting are addressed.</p> <p><b>Ob10:</b> The Supervisor / Manager performs the evaluation considering: Compliance with individual contributions (APM) Institutional Competencies (Commitment). Specific competencies (Role / Position).</p> <p><b>Ob11:</b> The GROW methodology is recommended for the development of action or improvement plans:          Goal          Reality          Options          Will          The development plans should include:          Individual aspects - What the staff member will do (commitment).          Supervisor – actions that he or she commits to in order to support the staff member's development process.          Institutional – suggestions on what IICA should do through Human Talent.</p> <p><b>Ob12:</b> Human Talent reviews the appeal request and notifies the official of its decision.</p>

Human Talent Management	Unit	Mixed	Comments
			<p><b>Ob13:</b> According to the provisions of the Staff Manual and Staff Rules, the Performance Evaluation Review Committee shall receive, address and resolve requests to reconsider performance evaluations, or else submit them for the Director General's consideration.</p>

Human Talent Management	Unit	Mixed	Comments
			<p><b>Ob14:</b> Prepare reports that include: Reports per administrative entity, general ranking or ranking per competency, and others. Results from this process should be a direct source for the training thread.</p> <p><b>Ob15:</b> The follow up of this plan between the parties must be carried out periodically.</p> <p><b>Ob16:</b> Specific reports must be issued to enable actions such as the identification of staff members with high potential.</p>

## Subprocess

### 9.3.2 Training.

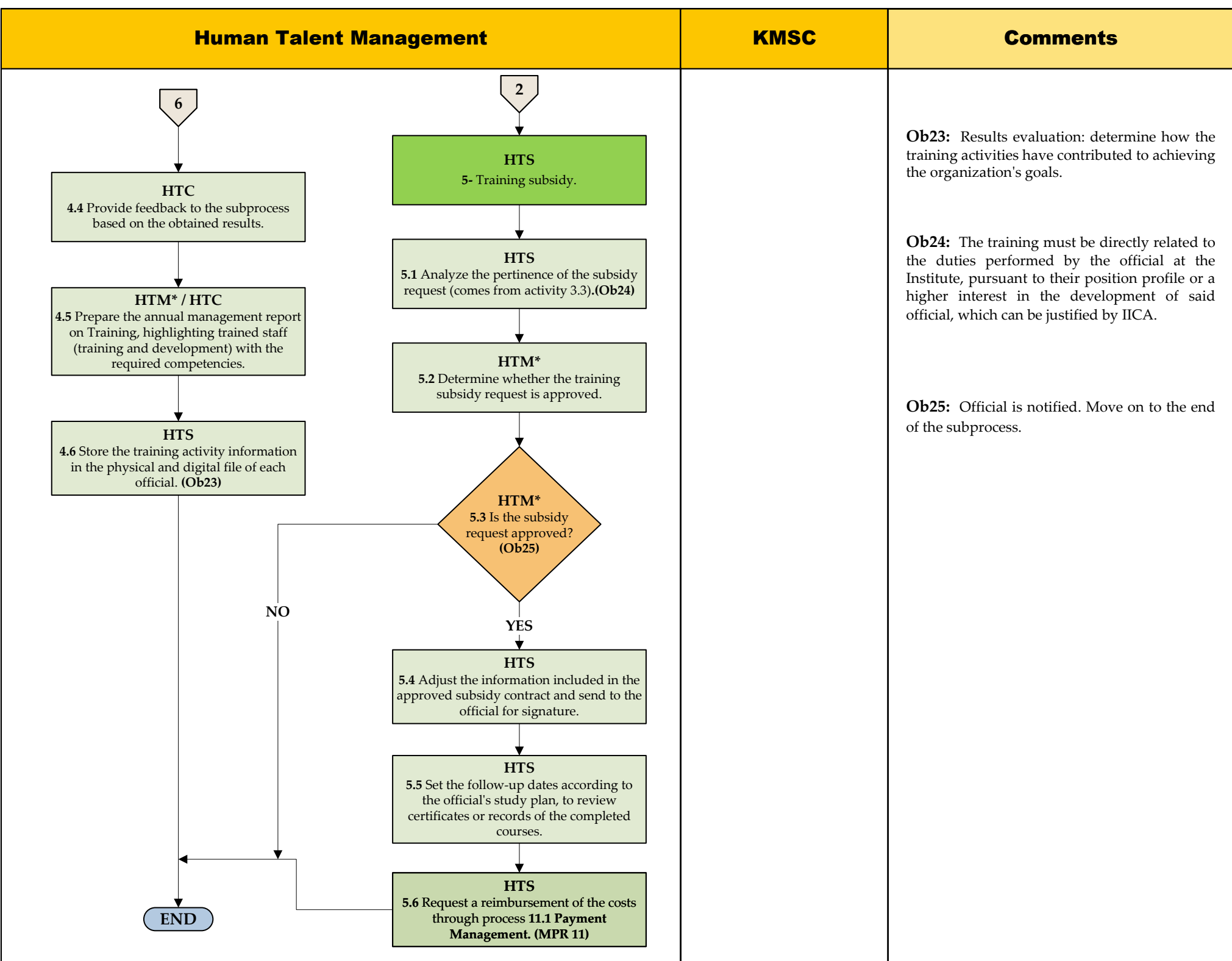
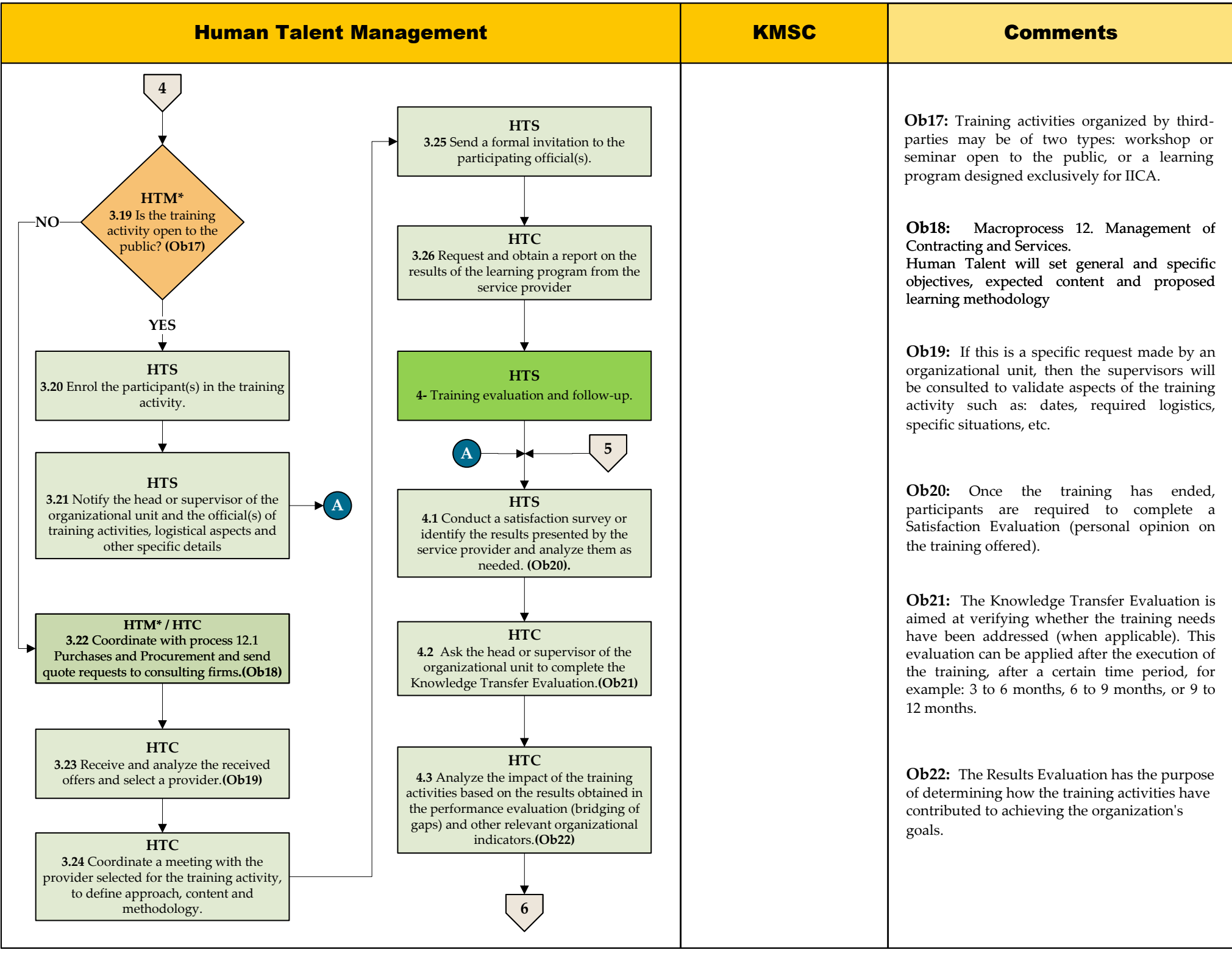
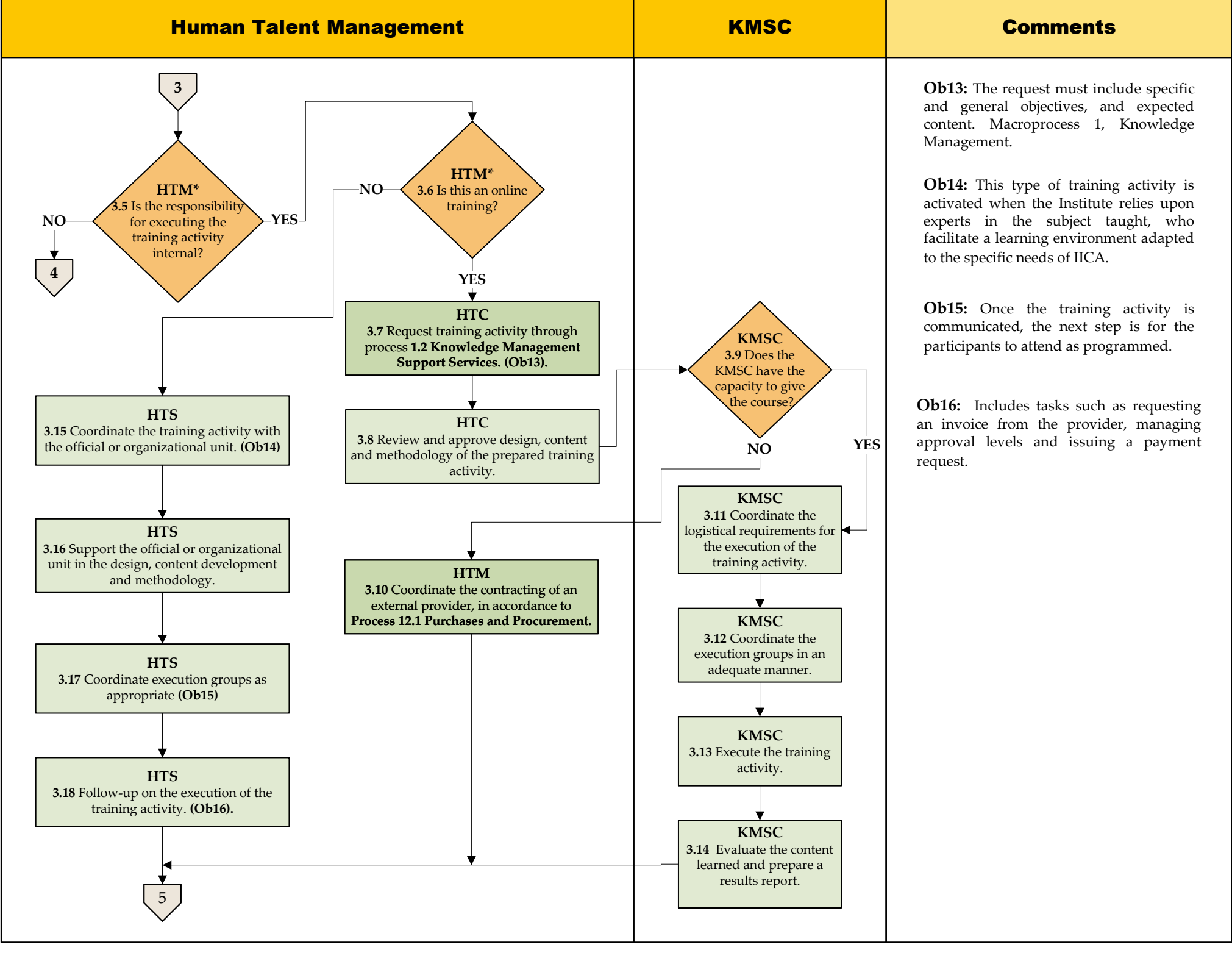
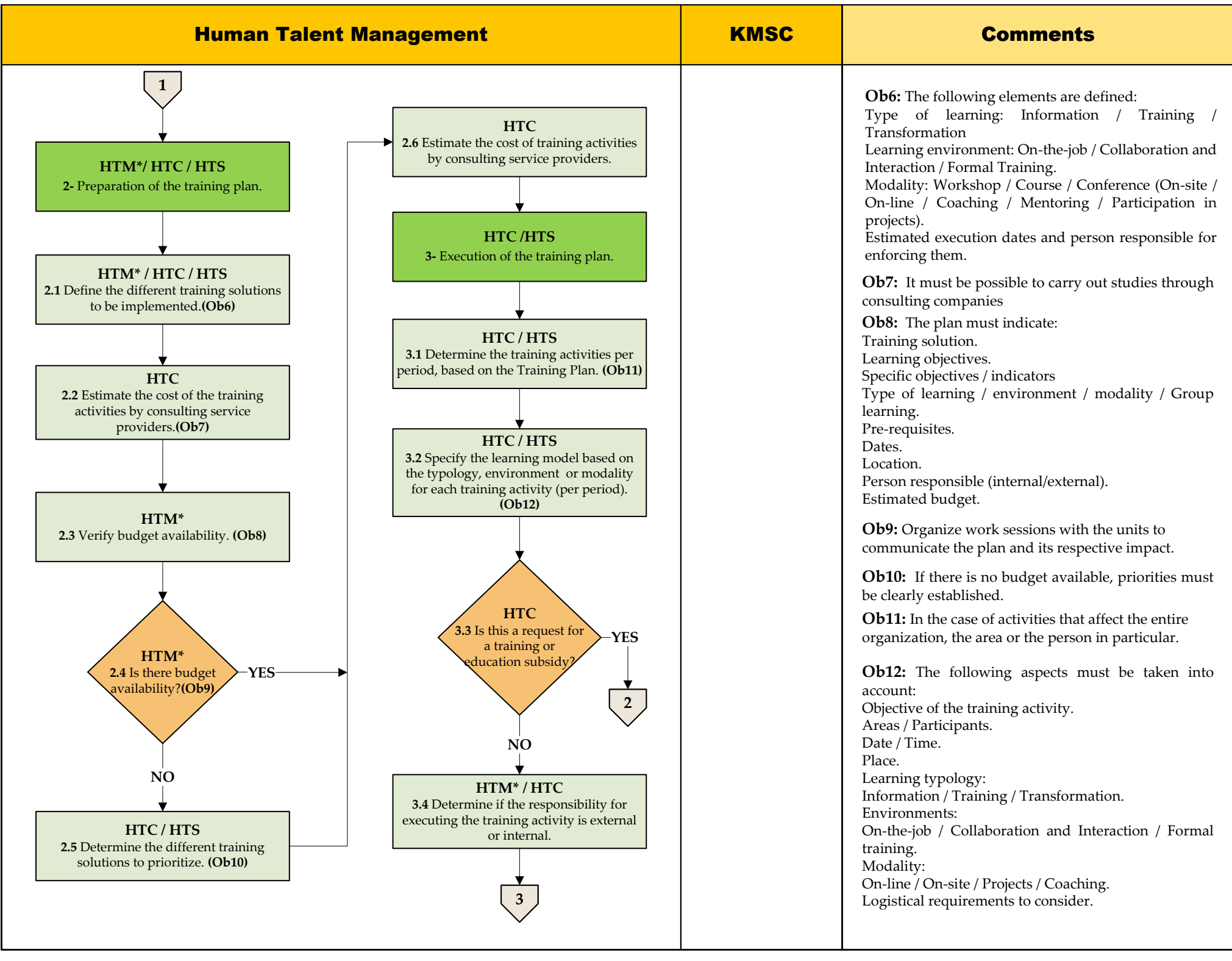
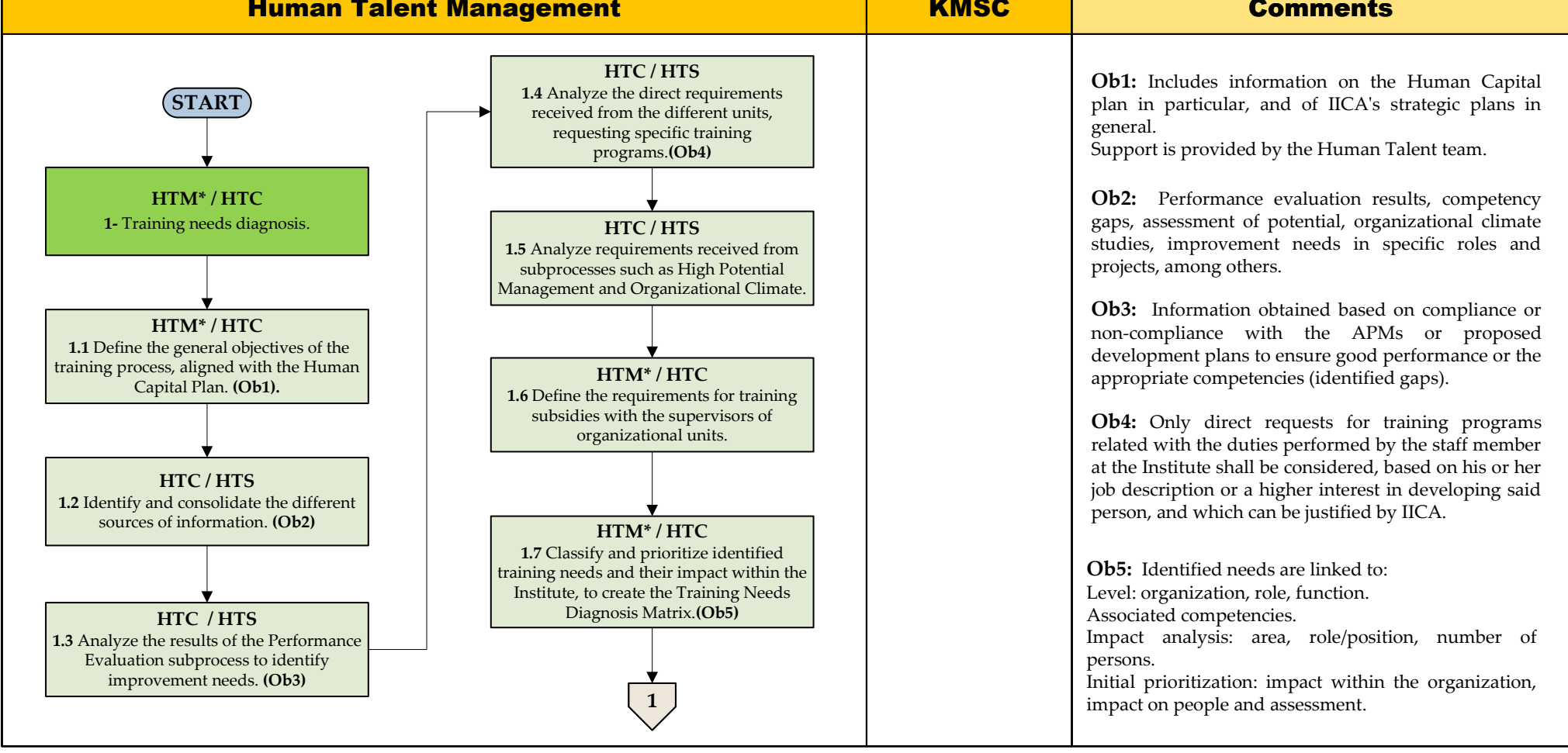
<p><b>Objective</b></p>	<p>Ensure that all IICA officials can strengthen, develop or modify their competencies through training actions aligned with institutional objectives, applying a systematic and continuous process.</p>	
<p><b>Inputs</b></p>	<p><b>Background information</b></p>	<p><b>Reference material</b></p>
	<ul style="list-style-type: none"> <li>• Reports of the Integrated Performance Evaluation Process (periodic follow-ups, improvement action plans)</li> <li>• Request for training activity.</li> <li>• Request for training subsidies.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plans.</li> <li>• Staff Rules.</li> <li>• Staff Manual.</li> <li>• Positions Manual (Competency Profiles).</li> <li>• Institutional regulations / guidelines.</li> <li>• Organizational changes.</li> <li>• Training budget and subsidies.</li> <li>• Performance map.</li> <li>• Performance evaluation (competency gaps).</li> <li>• Assessment of potential.</li> <li>• Organizational climate studies.</li> <li>• Customer service surveys (recipient countries) / users.</li> <li>• Annual report on Training Management and Subsidies.</li> <li>• Interpersonal and inter-departmental conflicts.</li> </ul>
<p><b>Products</b></p>	<p>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.</p>	



**9.3 Training and development.**

**9.3.2 Training.**

<b>INVOLVED</b>	<p><b>Human Talent Manager* ( HTM* )</b>  <b>Human Talent Coordinator ( HTC )</b>  <b>Human Talent Specialist ( HTS )</b>  <b>Knowledge Management Service Center ( KMSC )</b></p>
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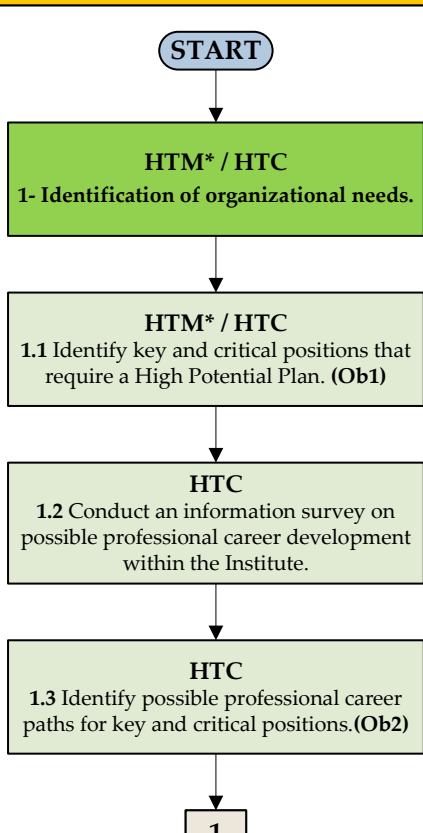
## Subprocess

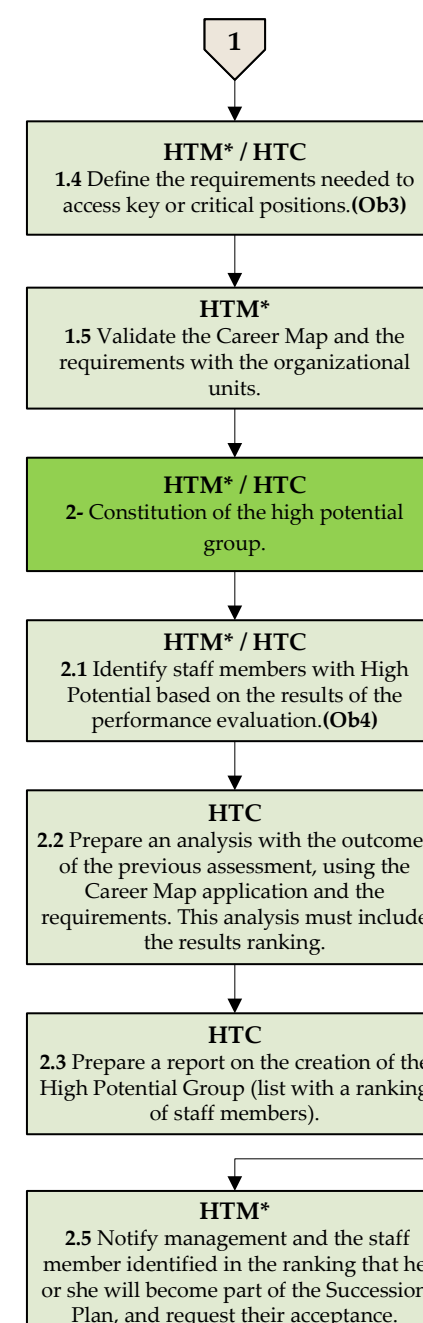
### 9.3.3 High Potential Management.

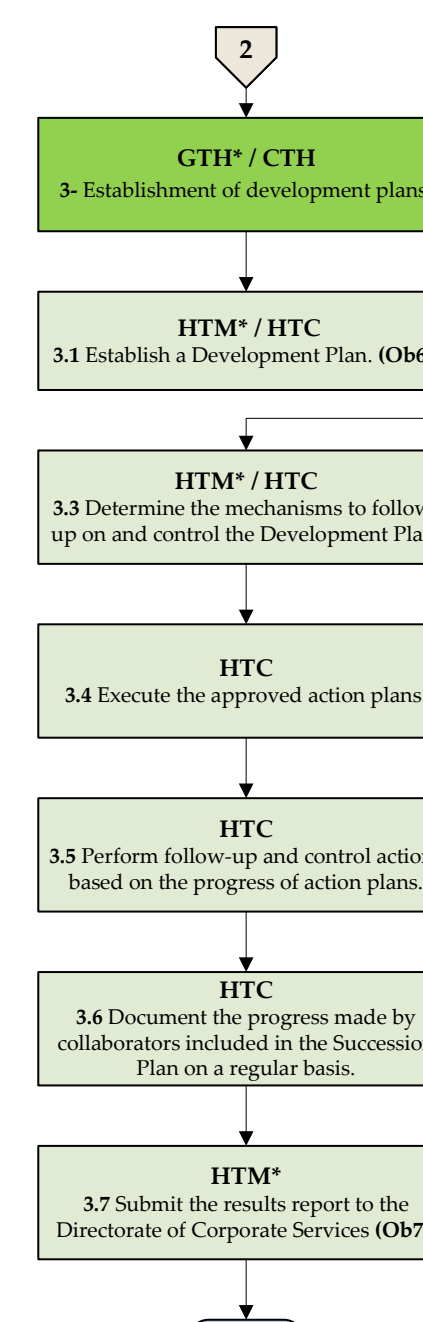
<b>Objective</b>	Ensure that all key and critical positions at the Institute are mostly filled internally and in a planned manner by the most suitable and trained professionals, with high potential for the fulfilment of their duties.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>• Identification of High Potential collaborators.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Evaluation Results.</li> <li>• Instruments for Identification of critical positions.</li> <li>• Positions Manual (competency profiles).</li> </ul>
<b>Products</b>	Individual development plan (for High Potential).	

**9.3 Training and development.**

**9.3.3 High Potential Management.**

<b>INVOLVED</b>	<b>Human Talent Manager* ( HTM* )</b> <b>Human Talent Coordinator ( HTC )</b> <b>Human Talent Specialist ( HTS )</b> <b>Director of Corporate Services ( CSD )</b>		
	Human Talent Division	Corporate Services Manager	Mixed
			
<p><b>Ob1:</b> Support is provided by the Human Talent Specialist and by the Instrument for identification of critical positions and persons.</p> <p><b>Ob2:</b> Define a professional Career Map.</p>			

Human Talent Management	Corporate Services Manager	Mixed	Comments
			
<p><b>Ob3:</b> Establish requirements (competencies, experience, areas of expertise, etc.).</p> <p><b>Ob4:</b> This process will consider staff members who obtained the best score in the following components: Contribution, Commitment and Competencies. Support may be obtained through discussion groups with the management team and using the 9BOX tool.</p> <p><b>Ob5:</b> This information must be conveyed to the Director General.</p>			

Human Talent Management	Corporate Services Manager	Mixed	Comments
			
<p><b>Ob6:</b> It is advisable to receive support from the management or supervisors of the organizational unit. Actions considered for a Development Plan are:  - On-the-job training: Development of activities with a tutor, aimed at improving performance in the current position as well as building development capacities.  - Learning moments: Leveraging specific situations such as participation in committees, events or meetings, to boost visibility, internal and external relations, and knowledge on the decision-making culture at the management level.  - Formal: Building the ties in accordance with the areas for improvement identified (on-site and on-line).  The Development Plan must include a guide with the actions to be executed by staff members and their supervisors to improve their competencies. Special emphasis must be placed, for a limited period, on 2 or 3 competencies and/or critical success factors to grow towards the positions identified.</p> <p><b>Ob7:</b> This information must be conveyed to the Director General.</p>			



**Process**

**9.4 Occupational well-being.**

<b>Objective</b>	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.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization per country and per region.
<b>Specific policies and rules</b>	1. 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 Rules of Procedure of the General Directorate. The System for the determination of remuneration for IICA personnel.
<b>Informatic Systems</b>	SAPIENS - SUGI – SEDI - Metlife Global Platform - IICA Insurance System - SAP - E-mail – Dropbox - Digital and physical file - MS Office (Word documents, PPT and Excel spreadsheets).
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Outcomes of the Organizational Climate and Employment Satisfaction surveys.</li> <li>• Number of implemented improvement plans.</li> </ul>

<b>Process</b>	<b>Subprocess</b>
9.4 Occupational well-being.	9.4.1 Remuneration Management.
	9.4.2 Benefits and incentives.
	9.4.3 Labor relations.
	9.4.4 Overall health.
	9.4.5 Operational management of personal insurance (health, life and dental).

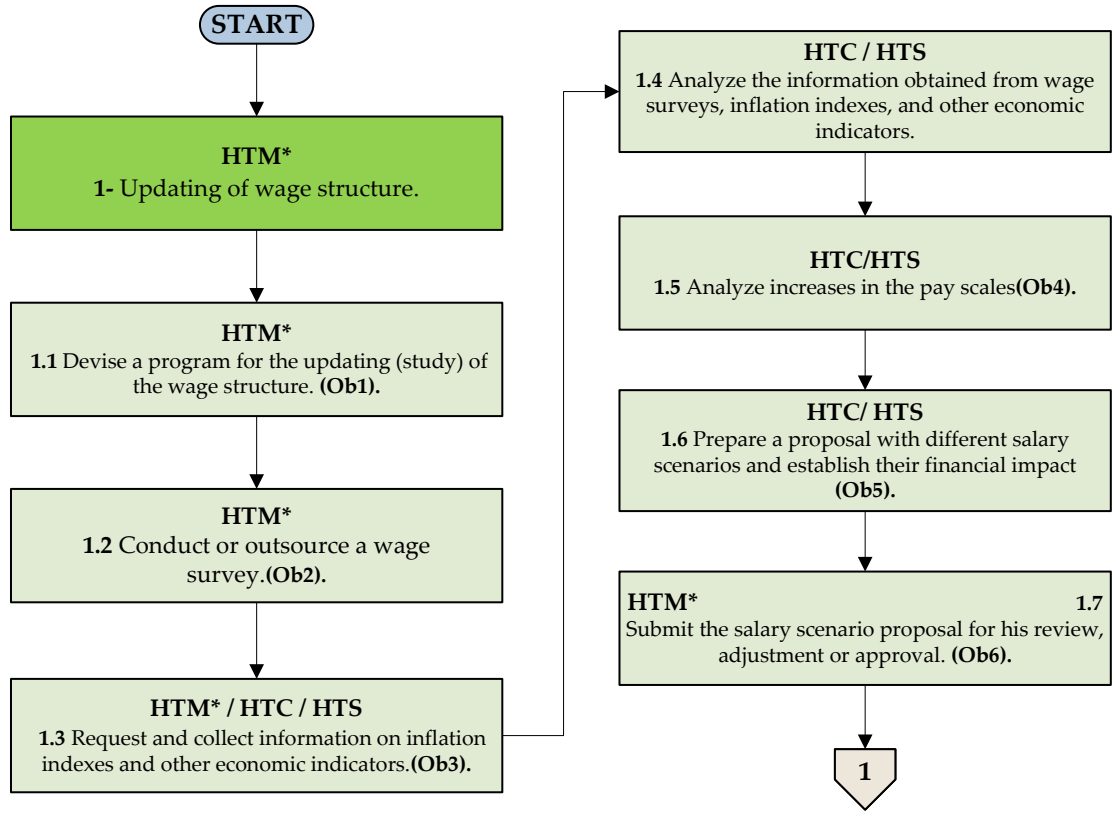
## Subprocess

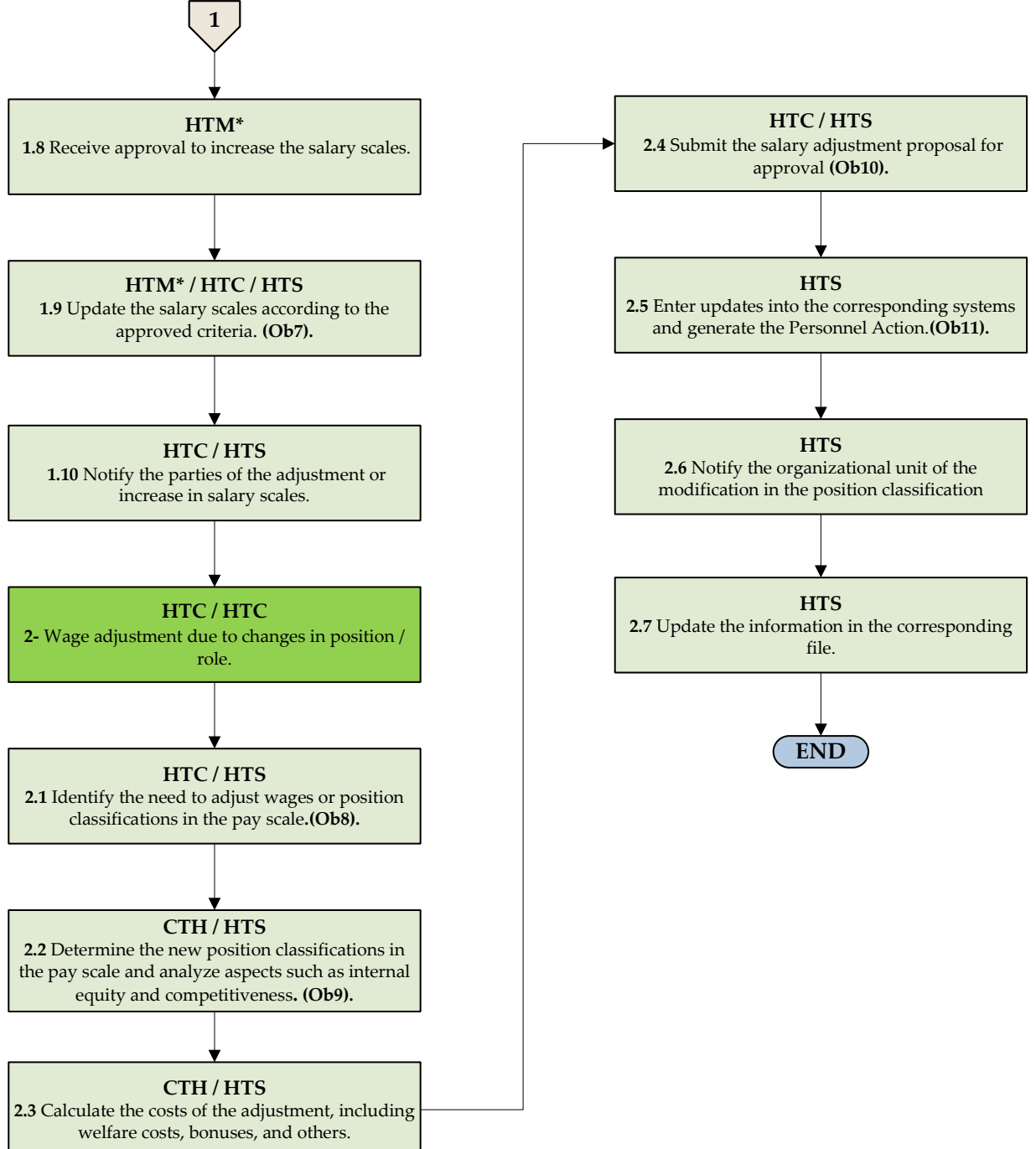
### 9.4.1 Remuneration Management.

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Wage structure (existing).</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans.</li> <li>Staff Manual.</li> <li>Positions Manual (Competency Profiles).</li> <li>System for the determination of remuneration for IICA personnel.</li> <li>Budget availability.</li> <li>Wage and salary surveys.</li> <li>Inflation levels and economic indicators of countries hosting IICA Delegations.</li> <li>Report on Performance Evaluation results.</li> </ul>
<b>Products</b>	Salary structure (updated). Salary adjustments.	

## 9.4 Occupational well-being.

### 9.4.1 Remuneration Management.

<b>INVOLVED</b>	<p><b>Human Talent Manager* ( HTM* )</b> <b>Human Talent Coordinator ( HTC )</b> <b>Human Talent Specialist ( HTS )</b></p>
Human Talent Management	Comments
 <pre> graph TD     START([START]) --&gt; HTM1[HTM* 1- Updating of wage structure.]     HTM1 --&gt; HTM11[HTM* 1.1 Devise a program for the updating (study) of the wage structure. (Ob1).]     HTM11 --&gt; HTM12[HTM* 1.2 Conduct or outsource a wage survey.(Ob2).]     HTM12 --&gt; HTM13[HTM* / HTC / HTS 1.3 Request and collect information on inflation indexes and other economic indicators.(Ob3).]     HTM13 --&gt; HTC14[HTC / HTS 1.4 Analyze the information obtained from wage surveys, inflation indexes, and other economic indicators.]     HTC14 --&gt; HTC15[HTC/HTS 1.5 Analyze increases in the pay scales(Ob4).]     HTC15 --&gt; HTC16[HTC / HTS 1.6 Prepare a proposal with different salary scenarios and establish their financial impact (Ob5).]     HTC16 --&gt; HTM17[HTM* 1.7 Submit the salary scenario proposal for his review, adjustment or approval. (Ob6).]     HTM17 --&gt; END1([1])             </pre>	<p><b>Ob1:</b> Authorization from the Director General is required. Updates are based on the time periods established by the Institute, and are executed at least once per year (Staff Manual)</p> <p><b>Ob2:</b> Human Talent Management may conduct a survey directly or outsource it to a specialized firm. <b>Macroprocess 12, Management and Contracting of Services.</b></p> <p><b>Ob3:</b>Headquarters and the Delegations will provide this information in a timely manner.</p> <p><b>Ob4:</b> Consider classification of positions, internal and external equity (uniformity), evolution of the salary scale, performance evaluation and minimum wages.</p> <p><b>Ob5:</b> Include their impact on welfare costs and other benefits, impact on the budget, and others.</p> <p><b>Ob6:</b> Approval of the Director General and the Human Talent Management.</p>

Human Talent Management	Comments
 <pre> graph TD     START1([1]) --&gt; HTM18[HTM* 1.8 Receive approval to increase the salary scales.]     HTM18 --&gt; HTM19[HTM* / HTC / HTS 1.9 Update the salary scales according to the approved criteria. (Ob7).]     HTM19 --&gt; HTC110[HTC / HTS 1.10 Notify the parties of the adjustment or increase in salary scales.]     HTC110 --&gt; HTC2[HTC / HTC 2- Wage adjustment due to changes in position / role.]     HTC2 --&gt; HTC21[HTC / HTS 2.1 Identify the need to adjust wages or position classifications in the pay scale.(Ob8).]     HTC21 --&gt; CTH22[CTH / HTS 2.2 Determine the new position classifications in the pay scale and analyze aspects such as internal equity and competitiveness. (Ob9).]     CTH22 --&gt; CTH23[CTH / HTS 2.3 Calculate the costs of the adjustment, including welfare costs, bonuses, and others.]     CTH23 --&gt; HTC24[HTC / HTS 2.4 Submit the salary adjustment proposal for approval (Ob10).]     HTC24 --&gt; HTS25[HTS 2.5 Enter updates into the corresponding systems and generate the Personnel Action.(Ob11).]     HTS25 --&gt; HTS26[HTS 2.6 Notify the organizational unit of the modification in the position classification]     HTS26 --&gt; HTS27[HTS 2.7 Update the information in the corresponding file.]     HTS27 --&gt; END2([END])             </pre>	<p><b>Ob7:</b> Information is updated in the corresponding computer systems.</p> <p><b>Ob8:</b> All changes in roles or positions must be justified.</p> <p><b>Ob9:</b> Include an analysis of budget content and IICA regulations.</p> <p><b>Ob10:</b> Consider approval levels, depending on the classification of the position.</p> <p><b>Ob11:</b> Use a platform or send via e-mail.</p>

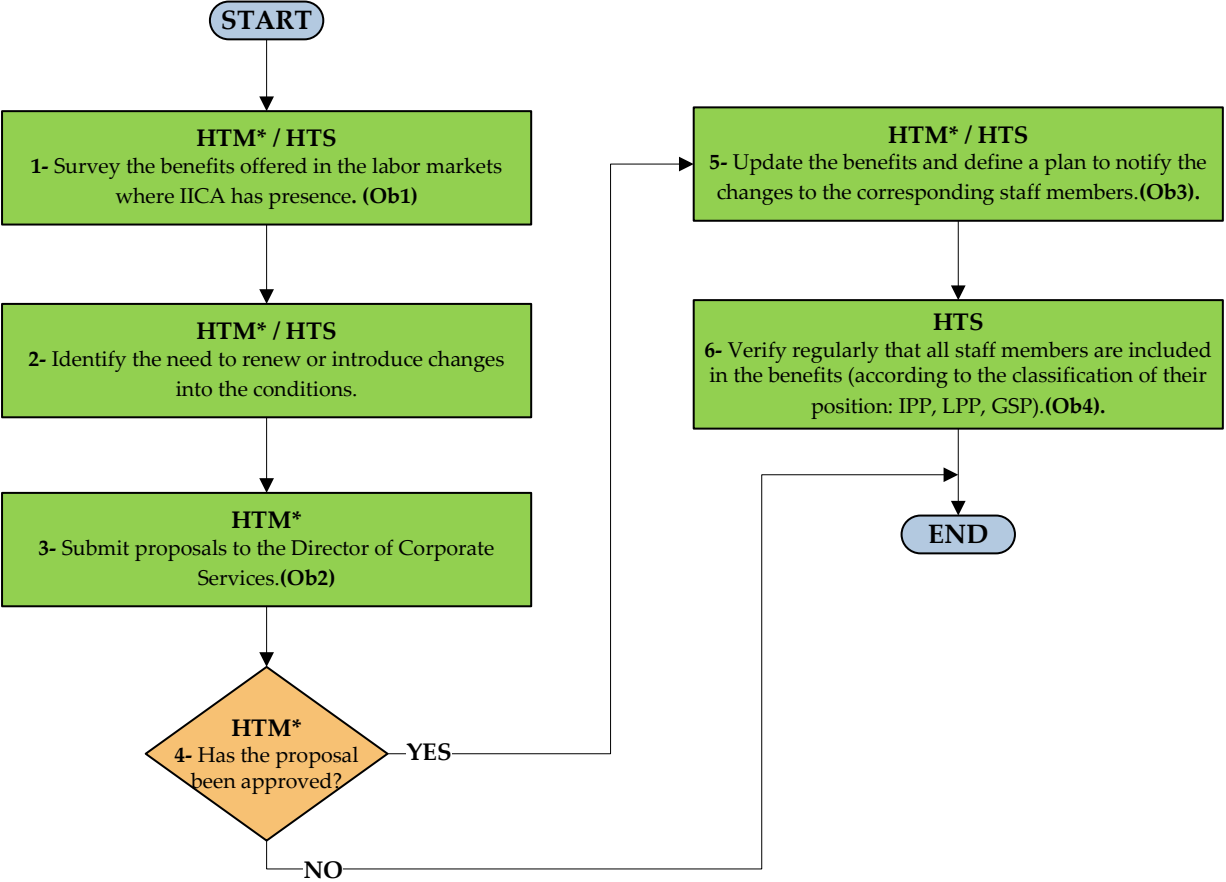
## Subprocess

### 9.4.2 Benefits and incentives.

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Benefit Program (existing).</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plans.</li> <li>Staff Manual.</li> <li>Staff Rules.</li> <li>System for the determination of remuneration for IICA personnel.</li> <li>Budget availability.</li> <li>Benefit survey.</li> <li>Inflation levels and economic indicators of countries home to IICA Delegations.</li> </ul>
<b>Products</b>	Benefits Program (revised and updated).	

## 9.4 Occupational well-being.

### 9.4.2 Benefits and Incentives.

INVOLVED	Human Talent Management	Comments
<p><b>Human Talent Manager* ( HTM* )</b> <b>Human Talent Specialist ( HTS )</b></p>	 <pre> graph TD     START([START]) --&gt; B1[HTM* / HTS 1- Survey the benefits offered in the labor markets where IICA has presence. (Ob1)]     B1 --&gt; B2[HTM* / HTS 2- Identify the need to renew or introduce changes into the conditions.]     B2 --&gt; B3[HTM* 3- Submit proposals to the Director of Corporate Services.(Ob2)]     B3 --&gt; D4{HTM* 4- Has the proposal been approved?}     D4 -- YES --&gt; B5[HTM* / HTS 5- Update the benefits and define a plan to notify the changes to the corresponding staff members.(Ob3).]     D4 -- NO --&gt; B5     B5 --&gt; B6[HTS 6- Verify regularly that all staff members are included in the benefits (according to the classification of their position: IPP, LPP, GSP).(Ob4).]     B6 --&gt; END([END])                     </pre>	<p><b>Ob1:</b> 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..</p> <p><b>Ob2:</b> 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.</p> <p><b>Ob3:</b> 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.</p> <p><b>Ob4:</b> If necessary, make the required adjustments and notify the corresponding parties (Staff member, Financial Management, etc.). This can be done through a computer platform.</p>



## Subprocess

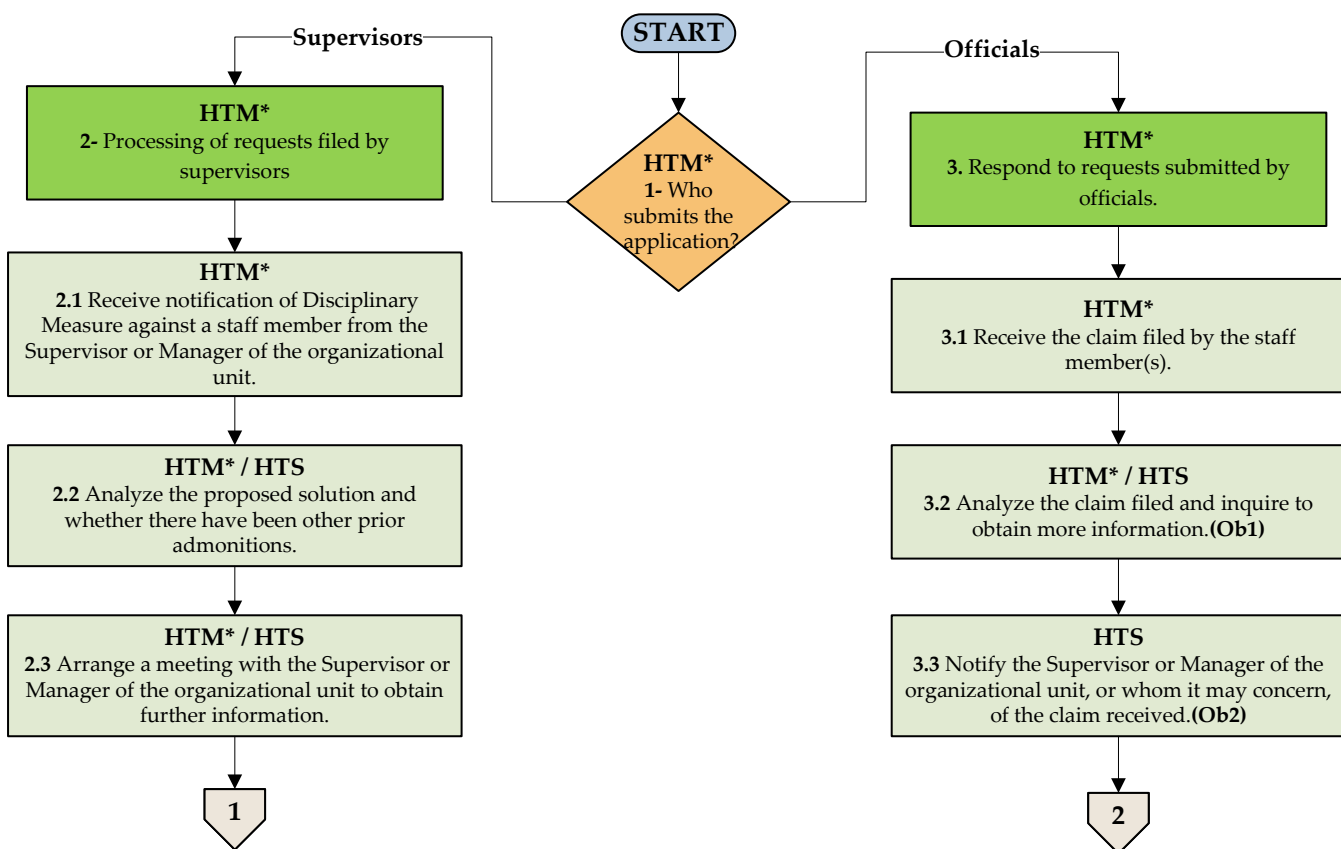
### 9.4.3 Labor Relations.

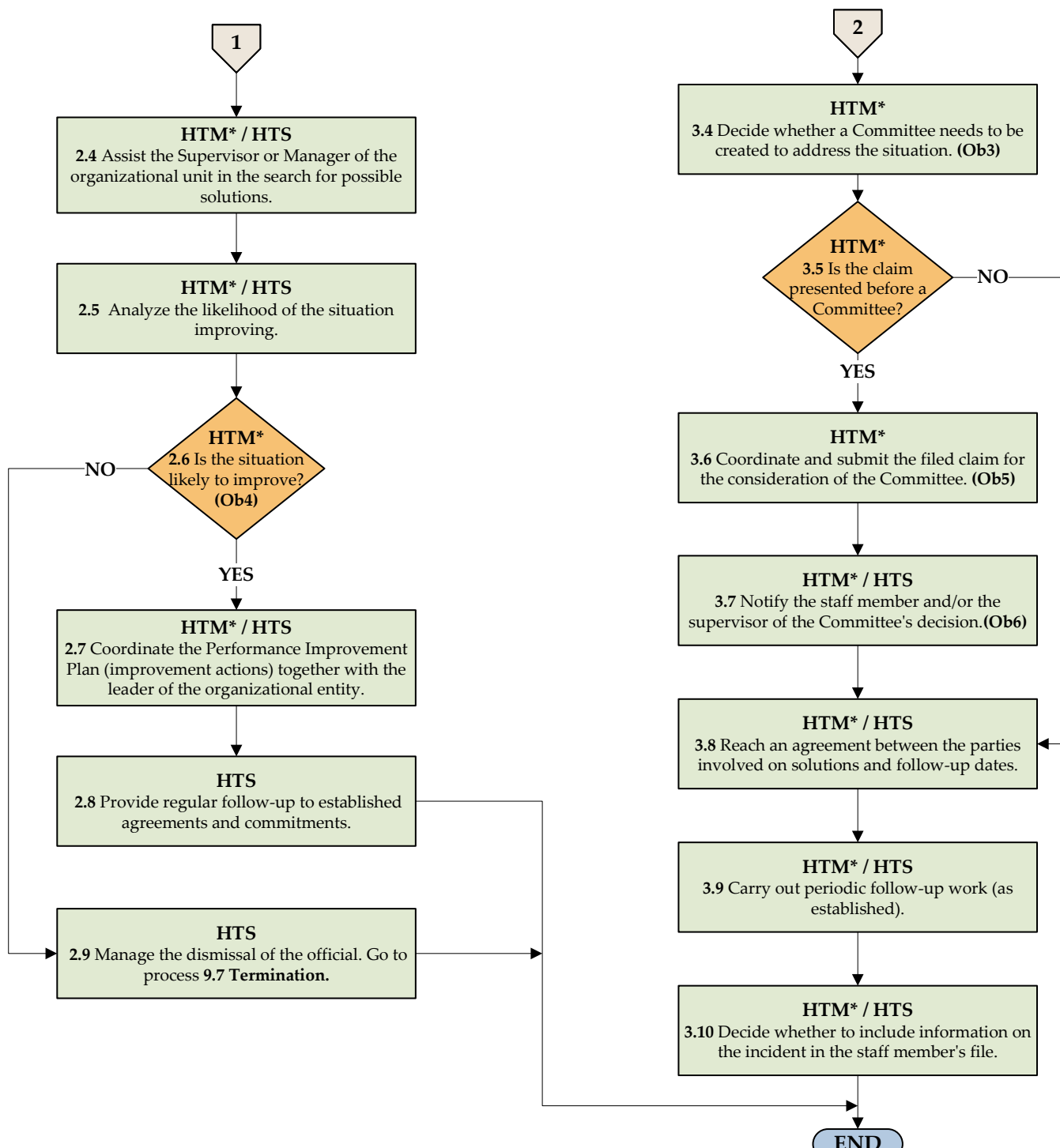
<b>Objective</b>	Address and manage conflict situations that may arise, to promote a favorable environment for the fulfilment of the Institute's vision and mission.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Labor claims (filed by staff members).</li> <li>Request for disciplinary measures (filed by Supervisors).</li> </ul>	<ul style="list-style-type: none"> <li>Staff Manual.</li> <li>Staff Rules.</li> <li>Code of ethics.</li> <li>Gender Policies.</li> <li>Sexual Harrassment Policies.</li> <li>Valid labor legislations.</li> <li>Annual Performance Map (APM).</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>Adequate work environment.</li> <li>Desired organizational culture.</li> </ul>	

**9.4 Occupational well-being.**

**9.4.3 Labor relations.**

<b>INVOLVED</b>	<p><b>Human Talent Manager* ( HTM* )</b>  <b>Human Talent Coordinator ( HTC )</b>  <b>Human Talent Specialist ( HTS )</b></p>
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Human Talent Manager	Comments
 <pre> graph TD     START([START]) --&gt; D1{HTM* 1- Who submits the application?}     D1 -- Supervisors --&gt; B1[HTM* 2- Processing of requests filed by supervisors]     D1 -- Officials --&gt; B2[HTM* 3. Respond to requests submitted by officials.]     B1 --&gt; B1_1[HTM* 2.1 Receive notification of Disciplinary Measure against a staff member from the Supervisor or Manager of the organizational unit.]     B1_1 --&gt; B1_2[HTM* / HTS 2.2 Analyze the proposed solution and whether there have been other prior admonitions.]     B1_2 --&gt; B1_3[HTM* / HTS 2.3 Arrange a meeting with the Supervisor or Manager of the organizational unit to obtain further information.]     B1_3 --&gt; C1{1}     B2 --&gt; B2_1[HTM* 3.1 Receive the claim filed by the staff member(s).]     B2_1 --&gt; B2_2[HTM* / HTS 3.2 Analyze the claim filed and inquire to obtain more information.(Ob1)]     B2_2 --&gt; B2_3[HTS 3.3 Notify the Supervisor or Manager of the organizational unit, or whom it may concern, of the claim received.(Ob2)]     B2_3 --&gt; C2{2}         </pre>	<p><b>Ob1:</b> It is advised to interview the official filing the claim to obtain more information on the issue.</p> <p><b>Ob2:</b> The Claim may involve the immediate Supervisor or Manager, or other officials of the Institution.</p>

Human Talent Manager	Comments
 <pre> graph TD     C1{1} --&gt; B1_4[HTM* / HTS 2.4 Assist the Supervisor or Manager of the organizational unit in the search for possible solutions.]     B1_4 --&gt; B1_5[HTM* / HTS 2.5 Analyze the likelihood of the situation improving.]     B1_5 --&gt; D2{HTM* 2.6 Is the situation likely to improve? (Ob4)}     D2 -- NO --&gt; B1_3     D2 -- YES --&gt; B1_6[HTM* / HTS 2.7 Coordinate the Performance Improvement Plan (improvement actions) together with the leader of the organizational entity.]     B1_6 --&gt; B1_7[HTS 2.8 Provide regular follow-up to established agreements and commitments.]     B1_7 --&gt; B1_8[HTS 2.9 Manage the dismissal of the official. Go to process 9.7 Termination.]     C2{2} --&gt; B2_4[HTM* 3.4 Decide whether a Committee needs to be created to address the situation. (Ob3)]     B2_4 --&gt; D3{HTM* 3.5 Is the claim presented before a Committee?}     D3 -- NO --&gt; B2_3     D3 -- YES --&gt; B2_5[HTM* 3.6 Coordinate and submit the filed claim for the consideration of the Committee. (Ob5)]     B2_5 --&gt; B2_6[HTM* / HTS 3.7 Notify the staff member and/or the supervisor of the Committee's decision.(Ob6)]     B2_6 --&gt; B2_7[HTM* / HTS 3.8 Reach an agreement between the parties involved on solutions and follow-up dates.]     B2_7 --&gt; B2_8[HTM* / HTS 3.9 Carry out periodic follow-up work (as established).]     B2_8 --&gt; B2_9[HTM* / HTS 3.10 Decide whether to include information on the incident in the staff member's file.]     B2_9 --&gt; END([END])         </pre>	<p><b>Ob3:</b> Depending on the situation, Human Talent Management will consider the creation of an ad-hoc Committee to address the claim.</p> <p><b>Ob4:</b> A Performance Improvement Plan is proposed.</p> <p><b>Ob5:</b> Include documentation and arguments presented.</p> <p><b>Ob6:</b> Notification must include the Decision of the Committee and the need to abide by it.</p>



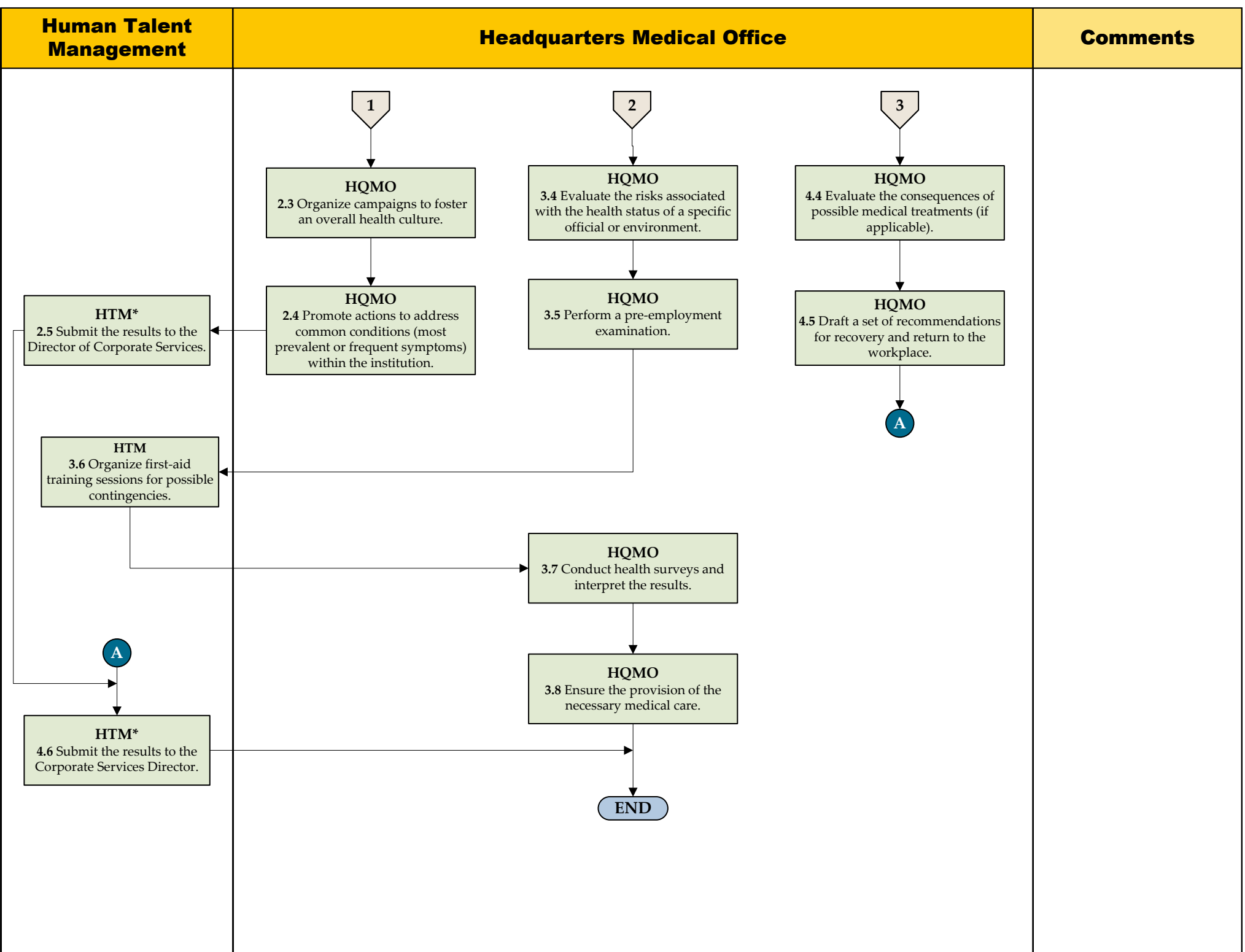
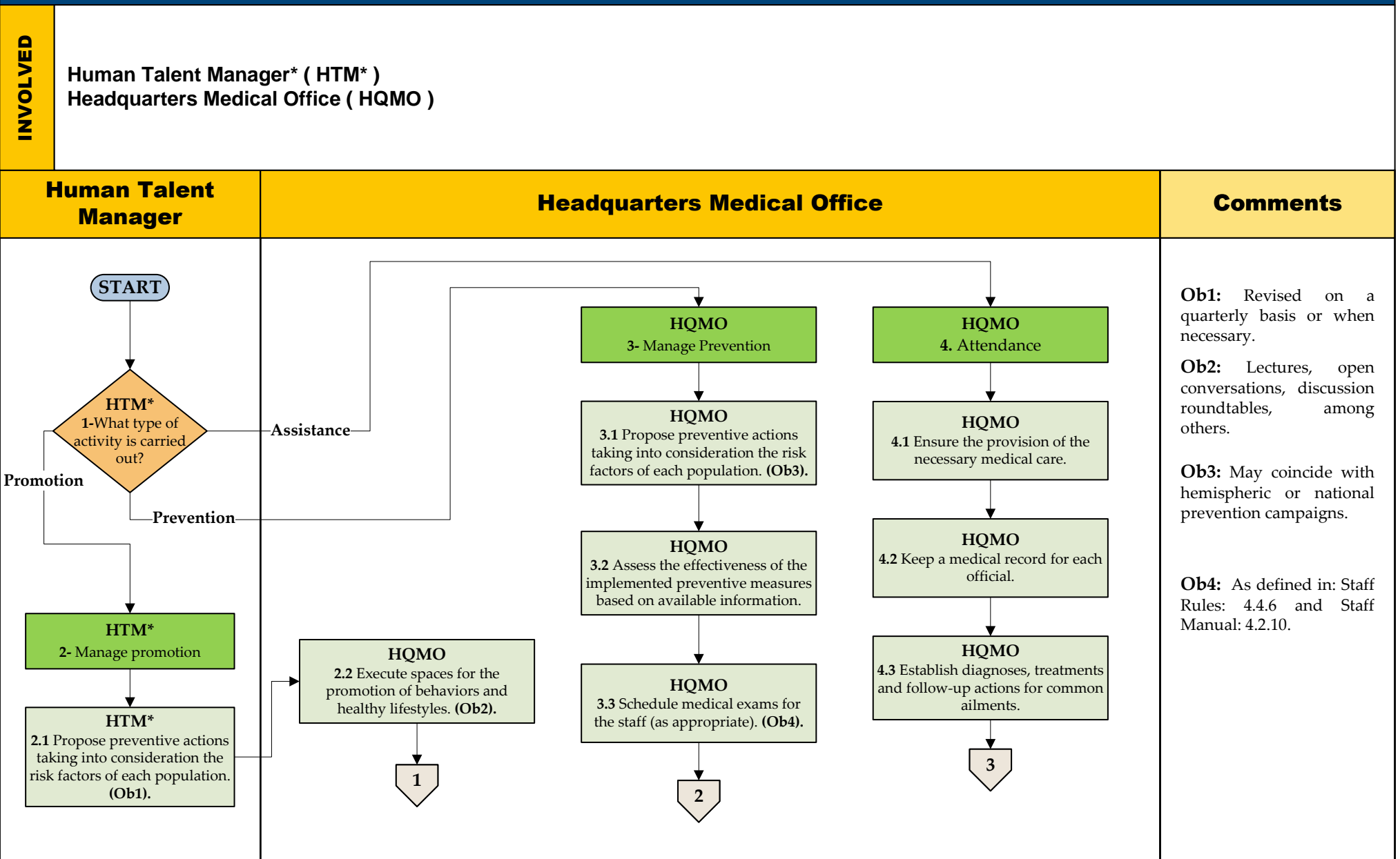
## Subprocess

### 9.4.4 Overall Health.

<b>Objective</b>	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.	
<b>Inputs</b>	<b>Insumos</b>	<b>Referencias</b>
	<ul style="list-style-type: none"> <li>Staff members in need of or with an interest in improving their health state.</li> </ul>	<ul style="list-style-type: none"> <li>Medical records of staff members.</li> <li>Disability statistics.</li> <li>Medical statistics.</li> <li>Requirements resulting from environmental conditions.</li> </ul>
<b>Products</b>	Healthy staff.	

## 9.4 Occupational well-being

### 9.4.4 Overall health.



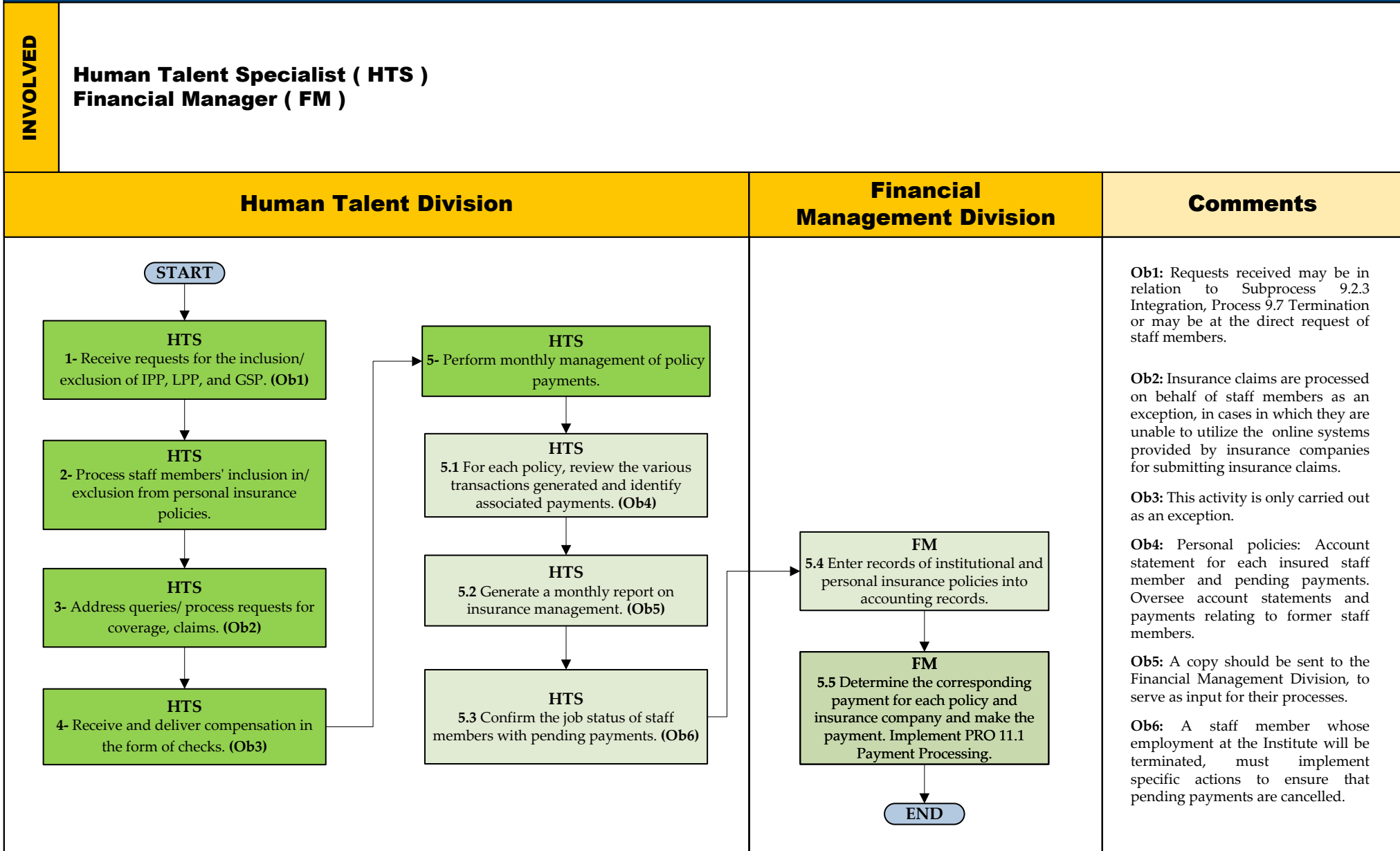
## Subprocess

### 9.4.5 Operational management of personal insurance (health, life and dental).

<b>Objective</b>	Provide IICA staff with favorably priced options for personal insurance that are in line with current regulations and that are delivered with high standards of service.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference Material</b>
	<ul style="list-style-type: none"> <li>• Current personal insurance policies.</li> <li>• Terms of reference for negotiating or renewing insurance policies for persons.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Budget Plan.</li> <li>• Internal regulations.</li> <li>• Specific procedures or guides defined for each type of service.</li> <li>• Outsourced insurance contracts and maintenance services.</li> <li>• List of staff members.</li> <li>• Those defined by the process support systems.</li> </ul>
<b>Products</b>	Efficient personal insurance options and services are offered to staff, in keeping with established rules and delivered with high standards of service.	

## 9.4 Occupational well-being.

### 9.4.5 Operational management of personal insurance (health, life and dental).



**Process**

**9.5 Management of Institutional Culture.**

<b>Objective</b>	Ensure consistency between the Institute's purpose and values and the messages, actions, behaviors, experiences and beliefs of staff members.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters.
<b>Specific policies and rules</b>	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.
<b>Informatic systems</b>	To be determined.
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Results of Organizational Climate Studies and Employment Satisfaction Surveys.</li> <li>• Level of commitment of staff members.</li> </ul>

<b>Process</b>	<b>Subprocess</b>
9.5 Management of Institutional Culture.	9.5.1 Organizational Climate.
	9.5.2 Management of Cultural Alignment.

## Subprocess

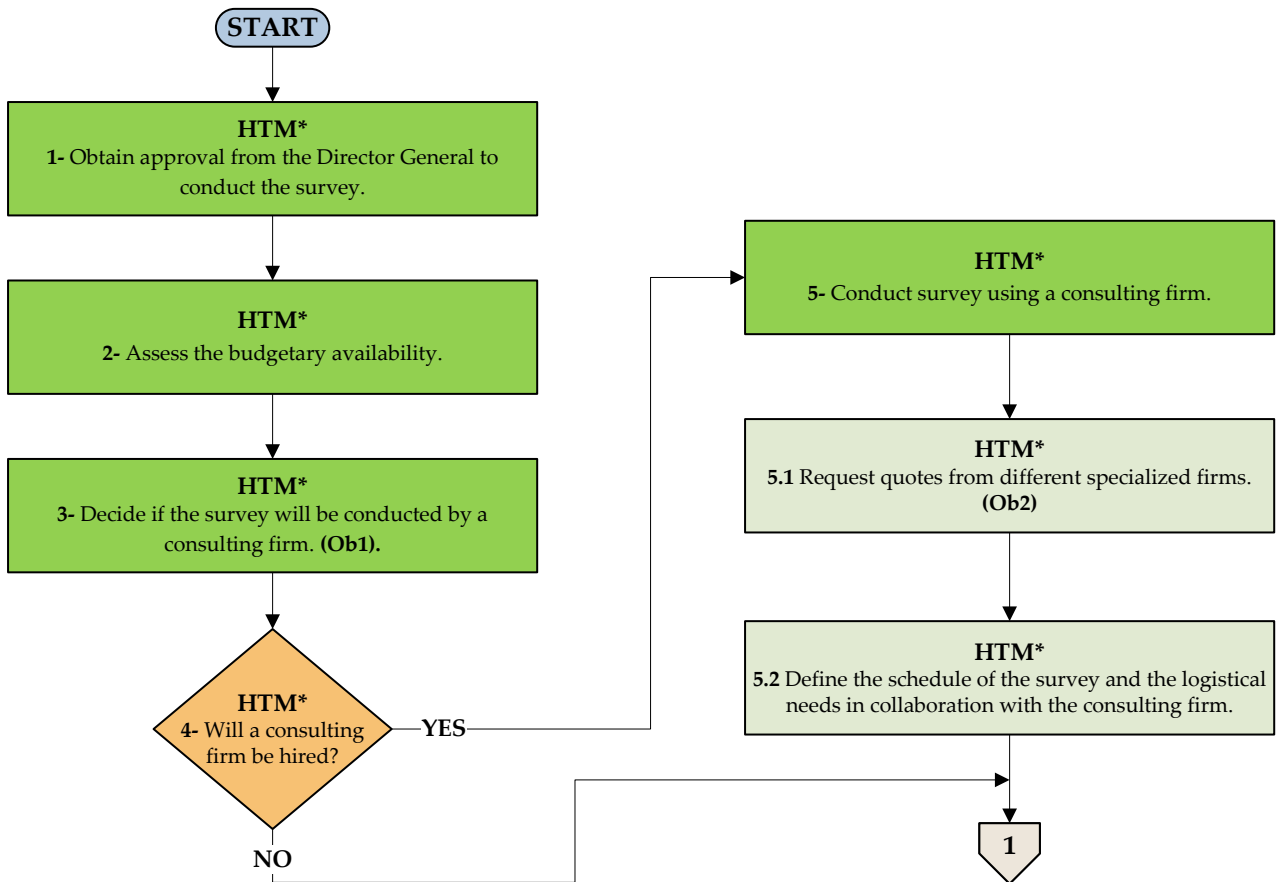
### 9.5.1 Organizational Climate

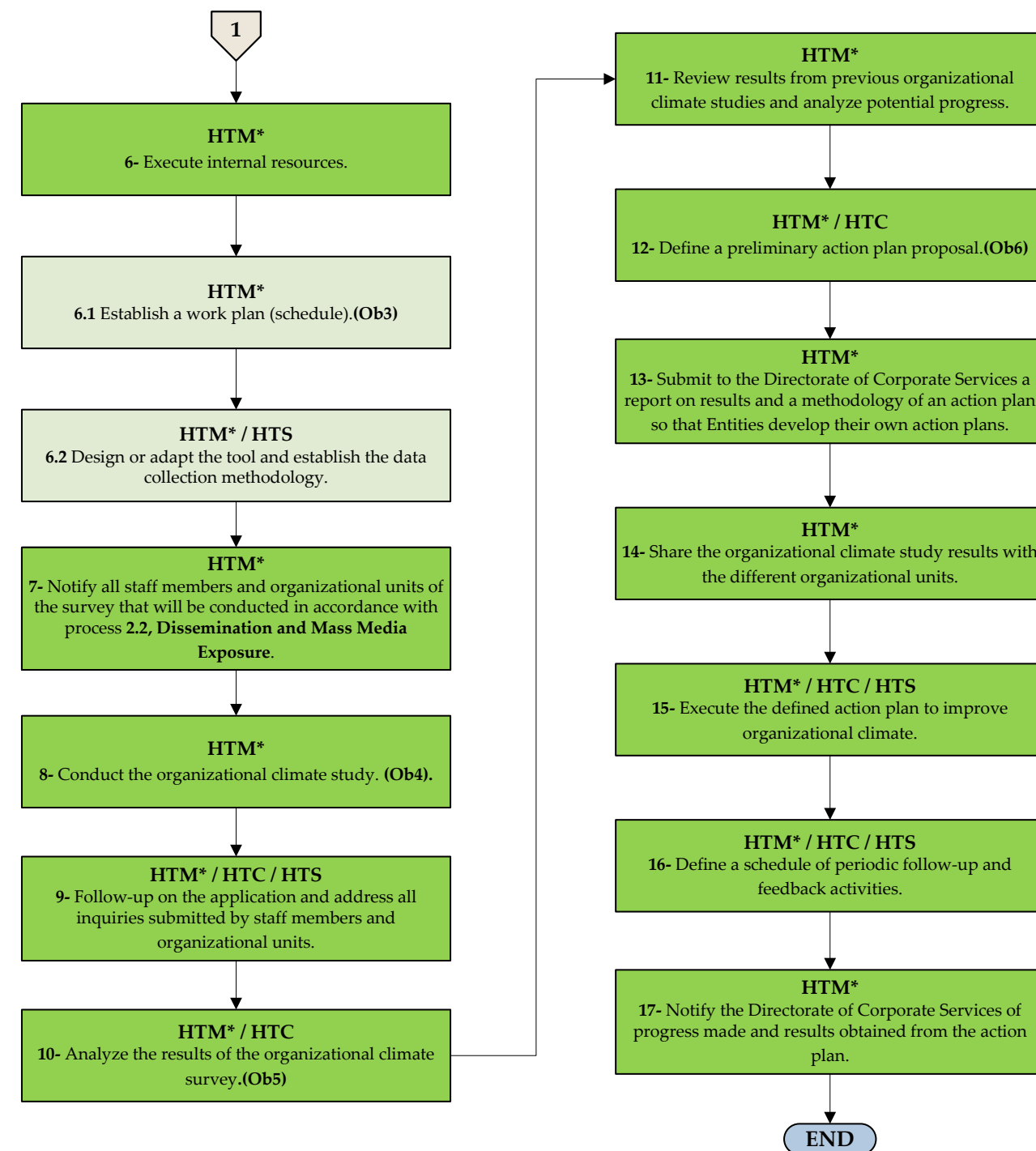
<b>Objective</b>	Provide IICA staff members with a work environment that brings about a sense of satisfaction in the fulfilment of their duties and thus helps improve their productivity.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
		<ul style="list-style-type: none"> <li>Organizational Climate Study (previous).</li> <li>Action plan to bridge the organizational gaps identified.</li> <li>Organizational climate diagnostic instrument.</li> </ul>
<b>Products</b>	Organizational Climate Study (updated). Action plan to bridge organizational gaps identified .	



## 9.5 Management of Institutional Culture.

### 9.5.1 Organizational Climate.

INVOLVED	Human Talent Management	Comments
<p>Human Talent Manager* ( HTM* ) Human talent Coordinator ( HTC ) Human Talent Specialist ( HTS )</p>	 <pre> graph TD     START([START]) --&gt; B1[HTM* 1- Obtain approval from the Director General to conduct the survey.]     B1 --&gt; B2[HTM* 2- Assess the budgetary availability.]     B2 --&gt; B3[HTM* 3- Decide if the survey will be conducted by a consulting firm. (Ob1).]     B3 --&gt; D4{HTM* 4- Will a consulting firm be hired?}     D4 -- YES --&gt; B5[HTM* 5- Conduct survey using a consulting firm.]     D4 -- NO --&gt; E1[/1/]     B5 --&gt; B5_1[HTM* 5.1 Request quotes from different specialized firms. (Ob2)]     B5_1 --&gt; B5_2[HTM* 5.2 Define the schedule of the survey and the logistical needs in collaboration with the consulting firm.]     B5_2 --&gt; E1             </pre>	<p><b>Ob1:</b> If budget is available, it is recommended to conduct the study through a consulting firm, to guarantee its objectiveness.</p> <p><b>Ob2:</b> The outsourced company must be hired in advance and available in IICA's provider database. Macroprocess 12. Management of Contracting and Services.</p>

Human Talent Management	Comments
 <pre> graph TD     E1[/1/] --&gt; B6[HTM* 6- Execute internal resources.]     B6 --&gt; B6_1[HTM* 6.1 Establish a work plan (schedule).(Ob3)]     B6_1 --&gt; B6_2[HTM* / HTS 6.2 Design or adapt the tool and establish the data collection methodology.]     B6_2 --&gt; B7[HTM* 7- Notify all staff members and organizational units of the survey that will be conducted in accordance with process 2.2, Dissemination and Mass Media Exposure.]     B7 --&gt; B8[HTM* 8- Conduct the organizational climate study. (Ob4).]     B8 --&gt; B9[HTM* / HTC / HTS 9- Follow-up on the application and address all inquiries submitted by staff members and organizational units.]     B9 --&gt; B10[HTM* / HTC 10- Analyze the results of the organizational climate survey.(Ob5)]     B10 --&gt; B11[HTM* 11- Review results from previous organizational climate studies and analyze potential progress.]     B11 --&gt; B12[HTM* / HTC 12- Define a preliminary action plan proposal.(Ob6)]     B12 --&gt; B13[HTM* 13- Submit to the Directorate of Corporate Services a report on results and a methodology of an action plan so that Entities develop their own action plans.]     B13 --&gt; B14[HTM* 14- Share the organizational climate study results with the different organizational units.]     B14 --&gt; B15[HTM* / HTC / HTS 15- Execute the defined action plan to improve organizational climate.]     B15 --&gt; B16[HTM* / HTC / HTS 16- Define a schedule of periodic follow-up and feedback activities.]     B16 --&gt; B17[HTM* 17- Notify the Directorate of Corporate Services of progress made and results obtained from the action plan.]     B17 --&gt; END([END])             </pre>	<p><b>Ob3:</b> Identification of activities, stages, dates, responsibilities and expected outcomes.</p> <p><b>Ob4:</b> Data collection through surveys can be done via webpage or computer platforms.</p> <p><b>Ob5:</b> Sessions can be held to validate information obtained through Focus Group sessions with staff members from the different organizational units (sample).</p> <p><b>Ob6:</b> Two possible modalities can be established: - General Action Plan for the Institute. - Specific Action Plan per organizational unit.</p>

## Subprocess

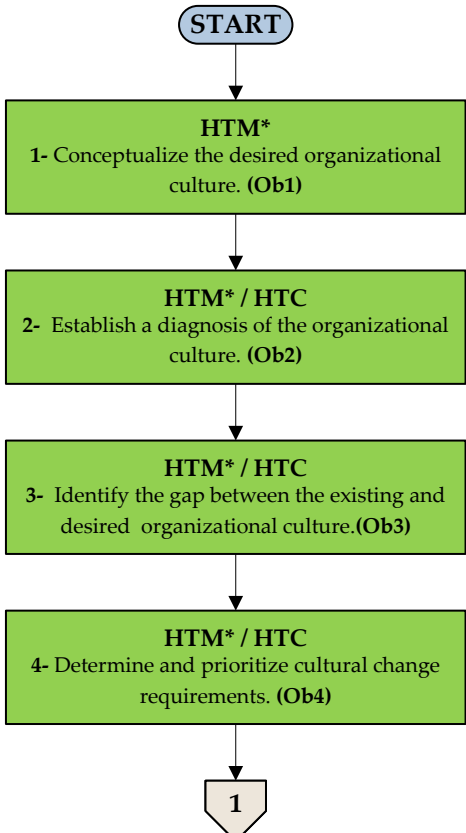
### 9.5.2 Management of Cultural Alignment.

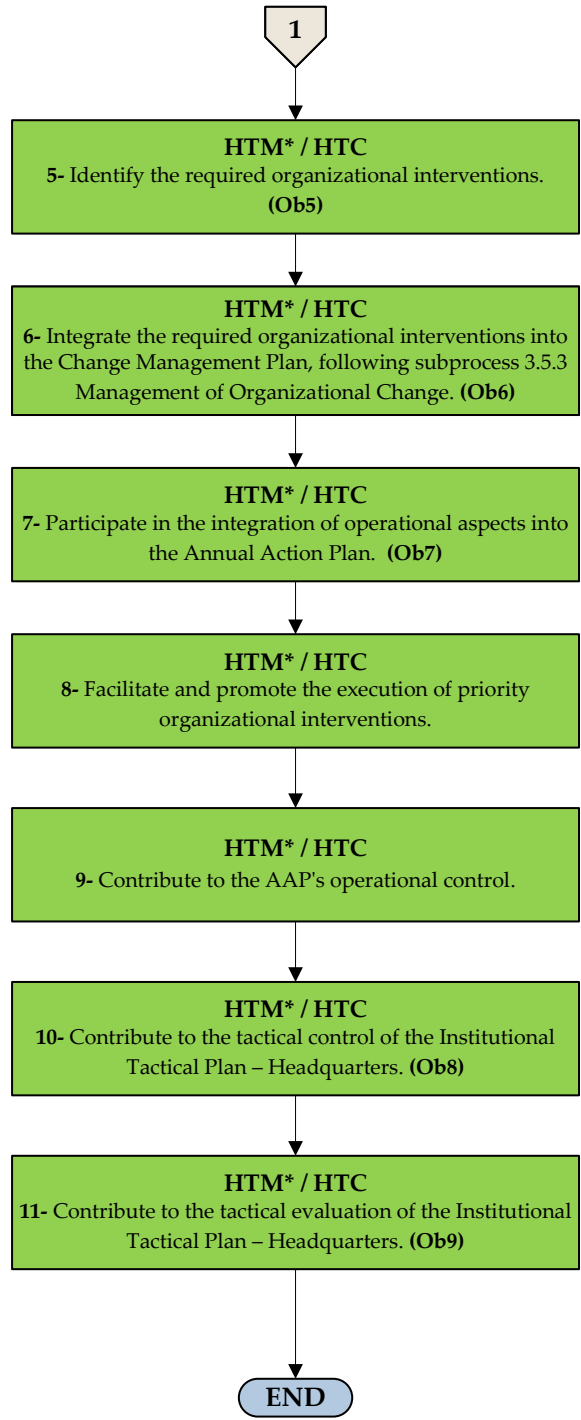
<b>Objective</b>	Promote activities aimed at driving the changes required to ensure the consistency and alignment of the organizational culture (personnel values and behaviors) with the Institute's identity* and strategic framework.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>• Current organizational culture.</li> <li>• Organizational Development Model.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plans.</li> <li>• Results of the Organizational Climate Study.</li> </ul>
<b>Products</b>	Desired Organizational Culture. Organizational Development Model that upholds the desired cultural values. Organizational intervention requirements for communications, processes, systems, structures and persons.	

\* Manner in which the organization presents itself and is known by others. Self-perception and behaviors that distinguish, identify and guide its actions and procedures.

## 9.5 Management of Institutional Culture.

### 9.5.2 Management of Cultural Alignment.

INVOLVED	<p><b>Human Talent Manager* ( HTM* )</b> <b>Human talent Coordinator ( HTC )</b> <b>Human Talent Specialist ( HTS )</b></p>
Human Talent Management	Comments
 <pre> graph TD     START([START]) --&gt; B1[HTM* 1- Conceptualize the desired organizational culture. (Ob1)]     B1 --&gt; B2[HTM* / HTC 2- Establish a diagnosis of the organizational culture. (Ob2)]     B2 --&gt; B3[HTM* / HTC 3- Identify the gap between the existing and desired organizational culture.(Ob3)]     B3 --&gt; B4[HTM* / HTC 4- Determine and prioritize cultural change requirements. (Ob4)]     B4 --&gt; 1{1}                     </pre>	<p><b>Ob1:</b> Define the components of the desired Organizational Culture, making reference to the following elements:</p> <ul style="list-style-type: none"> <li>- Mission Statements, Vision and Strategic Objectives of IICA.</li> <li>- Identification of key aspects to ensure the Organizational Culture alignment.</li> <li>- Review and prioritization of organizational values, based on their importance in developing the desired culture*.</li> <li>- Conceptualization is a multidisciplinary endeavor with a systemic vision, and includes the participation of Organizational Design Management, the Corporate Services Directorate, and the General Directorate.</li> </ul> <p>* Conceptual definition of each value and its organizational scope of application.</p> <ul style="list-style-type: none"> <li>- Identification of organizational competencies and their behavioral indicators, required to ensure consistency with values, objectives, vision and mission.</li> <li>- Definition of the activities, celebrations and ceremonies held by the organization to foster the expected organizational culture through the desired behaviors.</li> <li>- Establishing the required internal organization, communication and information to facilitate the implementation of the desired organizational culture. This process defines the requirements for tactical and operational communication plans and organizational design.</li> <li>- Identification of the key competences to achieve conscious leadership.</li> </ul> <p><b>Ob2:</b> Define steps that need to be taken to establish an Organizational Culture Diagnosis. Define the instrument/tool used to establish the diagnosis, analysis of results, and drafting of reports with findings, conclusions and recommendations. Finally, determine the frequency of application of the Organizational Culture diagnosis, to follow-up on and evaluate the effectiveness of the actions executed. Could be connected to Subprocess 9.5.1, Organizational Climate.</p> <p><b>Ob3:</b> Based on the design of the desired organizational culture, identify existing gaps in the current culture.</p> <p><b>Ob4:</b> Determine key changes and prioritize them to define changes or intervention objectives and actions. The criteria applied to define priorities will be the width of the gap, its strategic impact, and the feasibility of the improvement.</p>

Human Talent Management	Comments
 <pre> graph TD     1{1} --&gt; B5[HTM* / HTC 5- Identify the required organizational interventions. (Ob5)]     B5 --&gt; B6[HTM* / HTC 6- Integrate the required organizational interventions into the Change Management Plan, following subprocess 3.5.3 Management of Organizational Change. (Ob6)]     B6 --&gt; B7[HTM* / HTC 7- Participate in the integration of operational aspects into the Annual Action Plan. (Ob7)]     B7 --&gt; B8[HTM* / HTC 8- Facilitate and promote the execution of priority organizational interventions.]     B8 --&gt; B9[HTM* / HTC 9- Contribute to the AAP's operational control.]     B9 --&gt; B10[HTM* / HTC 10- Contribute to the tactical control of the Institutional Tactical Plan – Headquarters. (Ob8)]     B10 --&gt; B11[HTM* / HTC 11- Contribute to the tactical evaluation of the Institutional Tactical Plan – Headquarters. (Ob9)]     B11 --&gt; END([END])                     </pre>	<p><b>Ob5:</b> Each cultural change requirement will entail a definition of organizational interventions required, classified as follows:</p> <ul style="list-style-type: none"> <li>~ Organizational Model Design. <ul style="list-style-type: none"> <li>- Processes and systems.</li> <li>-Organization and structure.</li> <li>-Leadership.</li> <li>-Individual management per competency.</li> </ul> </li> <li>- Performance management through Performance Improvement Plans.</li> <li>-Management of change.</li> <li>~Communication processes.</li> <li>~Change management processes.</li> </ul> <p>Each intervention must specify the responsibilities at the level of IICA's organizational units and the required deadlines.</p> <p><b>Ob6:</b> Negotiations, alignment and synchronization of initiatives and interventions must be coordinated with the units involved. Based on the results of said negotiations and the effective execution of agreed initiatives and interventions, the impact goals and commitments will be adjusted and aligned with the Corporate Culture and Identity.</p> <p><b>Ob7:</b> Executed according to subprocesses 3.3.1, Formulation of the Annual Action Plan, or 3.3.3, Adjustments to the Annual Action Plan.</p> <p><b>Ob8:</b> Must include the results obtained from the organizational culture alignment. Macroprocess 3, Strategic Development.</p> <p><b>Ob9:</b> Must include the results obtained from the organizational culture alignment. Macroprocess 3, Strategic Development.</p>

## Process

### 9.6 Support services for staff.

<b>Objective</b>	Meet the needs or requirements of staff members in a timely and effective manner, promoting a spirit of service.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Decentralization by country and by region.
<b>Specific policies and rules</b>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Human Talent Management shall use a document control guide (checklist) to assist in the quality assurance process of each file.</li> </ol>
<b>Informatic systems</b>	SUGI – SAPIENS - Intranet - Web - E-mail - Insurance System, MetLife Global Platform – SAP - MS Office (Word documents, PPT and Excel spreadsheets)
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Degree of satisfaction with Human Talent services.</li> </ul>

Process	Subprocess
9.6 Support services for staff.	9.6.1 Management of files.
	9.6.2 General staff requirements.
	9.6.3 Contract renewal – International Professional Personnel.
	9.6.4 Transfer of International Professional Personnel.
	9.6.5 Management of Personnel Emeritus.

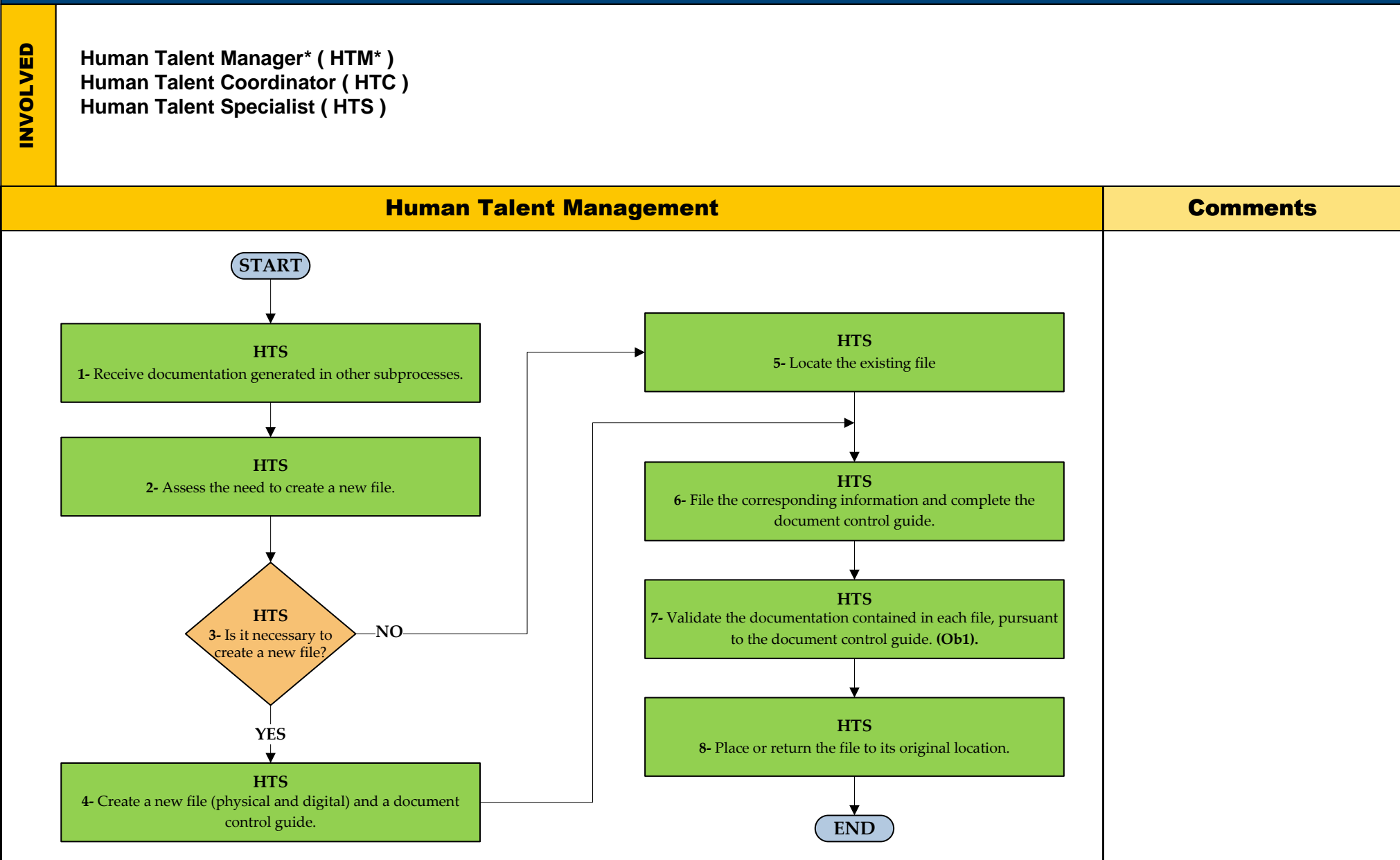
## Subprocess

### 9.6.1 Management of files.

<b>Objective</b>	Ensure that the personal, professional and work-related information of all IICA staff members is adequately updated and safeguarded.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Information generated by other subprocesses, associated with each official.</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines for the Filing of Documents.</li> <li>Document Control Guides.</li> <li></li> </ul>
<b>Products</b>	Organized personnel files.	

## 9.6 Support services for staff.

### 9.6.1 Management of files.





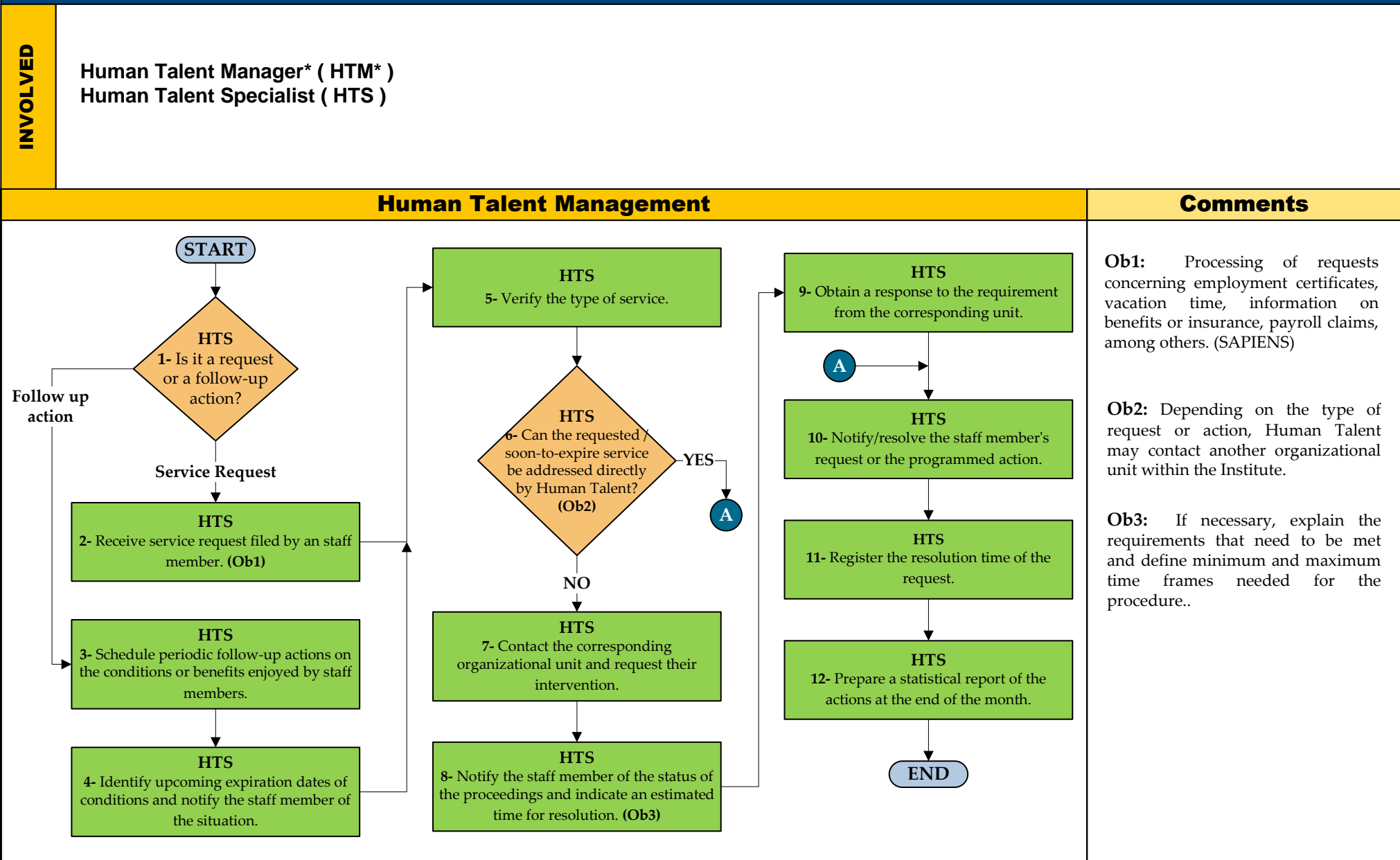
## Subprocess

### 9.6.2 General staff requirements.

<b>Objective</b>	Address service requests filed by staff members, or changes in conditions that may affect them, in a timely and effective manner.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>• Service requests</li> <li>• Programmed services.</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of Procedure of the General Directorate.</li> <li>• Staff Rules.</li> <li>• Staff Manual.</li> <li>• System for the Determination of Remuneration for IICA personnel.</li> </ul>
<b>Products</b>	Requests filed by staff members properly addressed.	

## 9.6 Support services for staff.

### 9.6.2 General staff requirements.



## Subprocess

### 9.6.3 Contract renewal – International Professional Personnel.

<b>Objective</b>	Carry out actions aimed at ensuring the continuity of the services rendered by International Professional Personnel, pursuant to the needs of the Institute.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>Contract renewal request.</li> </ul>	<ul style="list-style-type: none"> <li>Rules of Procedure of the General Directorate.</li> <li>Staff Rules.</li> <li>Staff Manual.</li> </ul>
<b>Products</b>	Renewed contracts for all International Professional Personnel.	

## 9.6 Services to Personnel

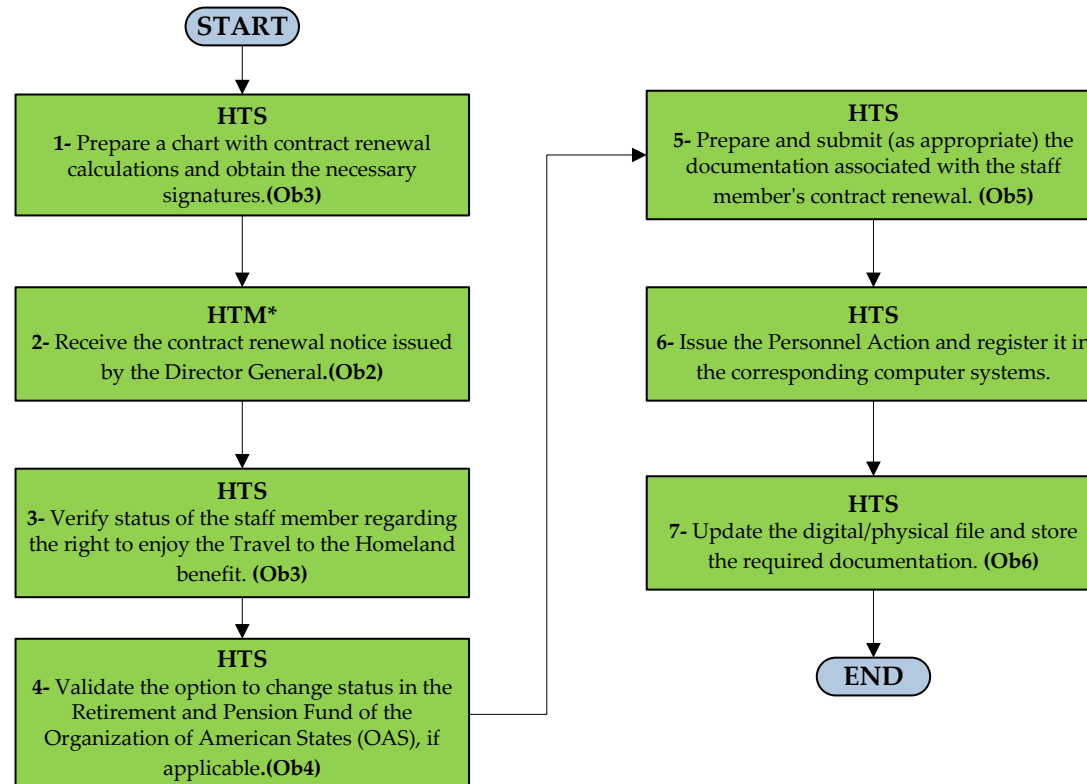
### 9.6.3 Contract renewal – International Profesional Personnel

INVOLVED

Human Talent Management (HTM\* )  
Human Talent Coordinator (HTC )  
Human Talent Specialist ( HTS )

#### Human Talent Management

#### Comments



**Ob1:** Prepare three months in advance.

**Ob2:** The support information for the renewal request made by the immediate Supervisor is completed.

**Ob3:** Consider whether the staff member has already been in the position long enough and whether the renewal has been approved.

**Ob4:** The option to change the regime only applies to the first renewal or when the official decides after it and applies to temporary international personnel but does not apply to trusted personnel who entered the Retirement Plan since their appointment.

**Ob5:** Among others, the Document of notification of the validity of the appointment is considered and the documentation that is sent to the OAS Retirement and Pension Fund is included.

**Ob6:** If necessary, explain the requirements that must be met and minimum and maximum time frames needed for the procedure.

## Subprocess

### 9.6.4 Transfer of International Professional Personnel

<b>Objective</b>	Manage the relocation of International Professional Personnel to the different offices, pursuant to the needs identified by the Institute.	
<b>Inputs</b>	<b>Background information</b>	<b>Reference material</b>
	<ul style="list-style-type: none"> <li>• Transfer notification.</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of Procedure of the General Directorate.</li> <li>• Staff Rules.</li> <li>• Staff Manual.</li> </ul>
<b>Products</b>	Transferred International Professional Personnel.	

## 9.6 Support Service for Staff.

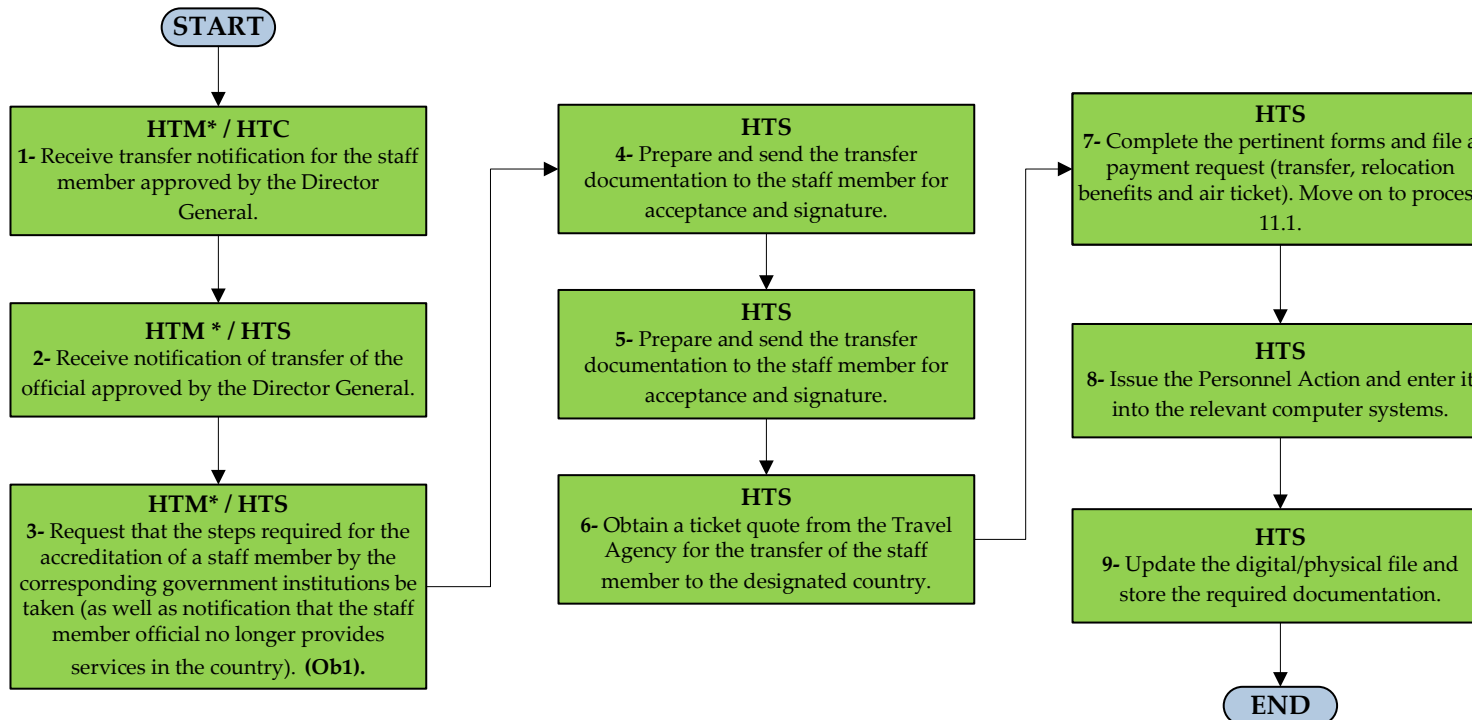
### 9.6.4 Transfer of International Professional Personnel.

INVOLVED

Human Talent Management\* (HTM\* )  
Human Talent Coordinator (HTC )  
Human Talent Specialist (HTS)

#### Human Talent Management

#### Comments



**Ob1:** For IPP officials at Headquarters, support is required from the International Legal Affairs and Protocol Unit. The Delegations will be required to provide support for positions held in their offices.



## Subprocess

### 9.6.5 Management of Personnel Emeritus.

<b>Objective</b>	Management of Personnel Emeritus.	
<b>Inputs</b>	<b>Insumos</b>	<b>Referencias</b>
	<ul style="list-style-type: none"> <li>• Appointment of Personnel Emeritus.</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of Procedure of the General Directorate.</li> <li>• Staff Rules.</li> <li>• Staff Manual.</li> </ul>
<b>Products</b>	Personnel Emeritus.	

## 9.6 Support Service for Staff.

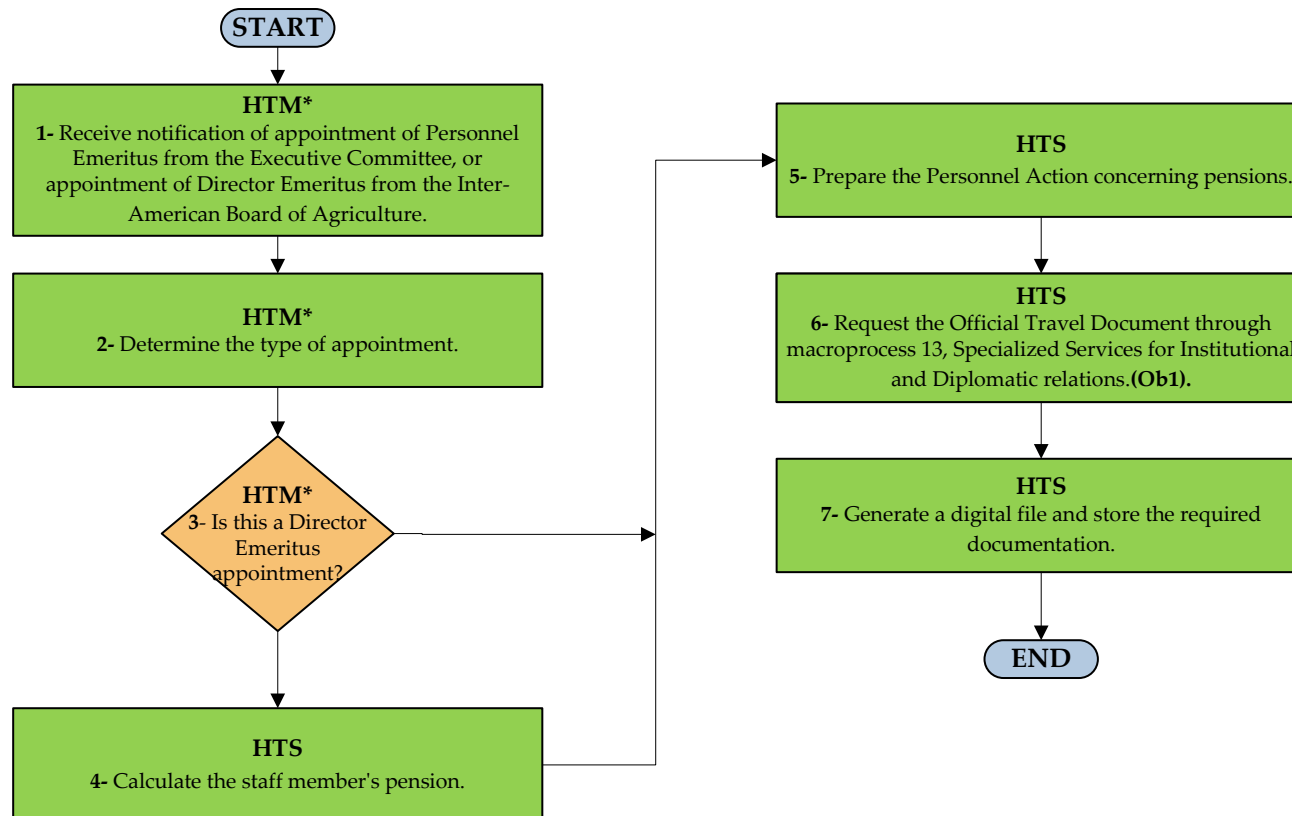
### 9.6.5 Management of Personnel Emeritus.

INVOLVED

Human Talent Management\* (HTM\* )  
Human Talent Specialist (HTS )

#### Human Talent Management

#### Comments



Ob1: If applicable.

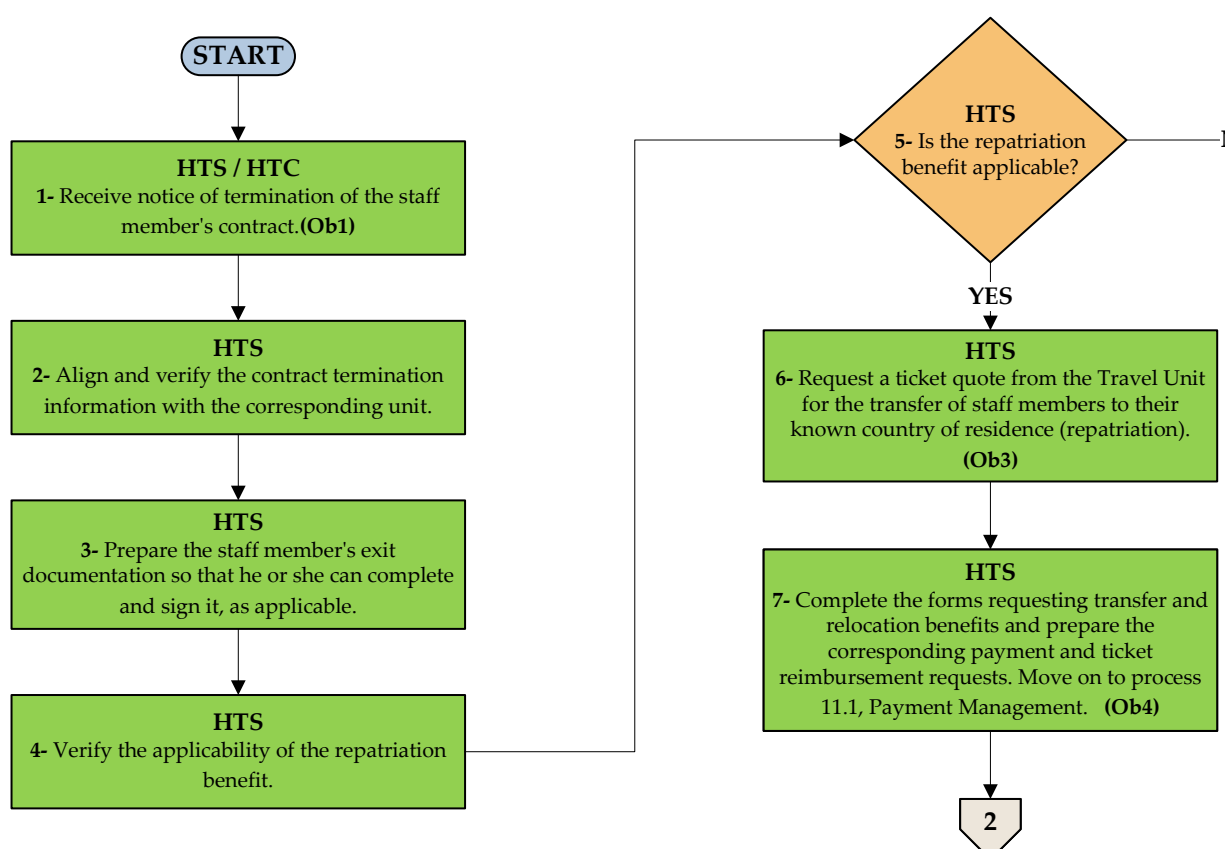
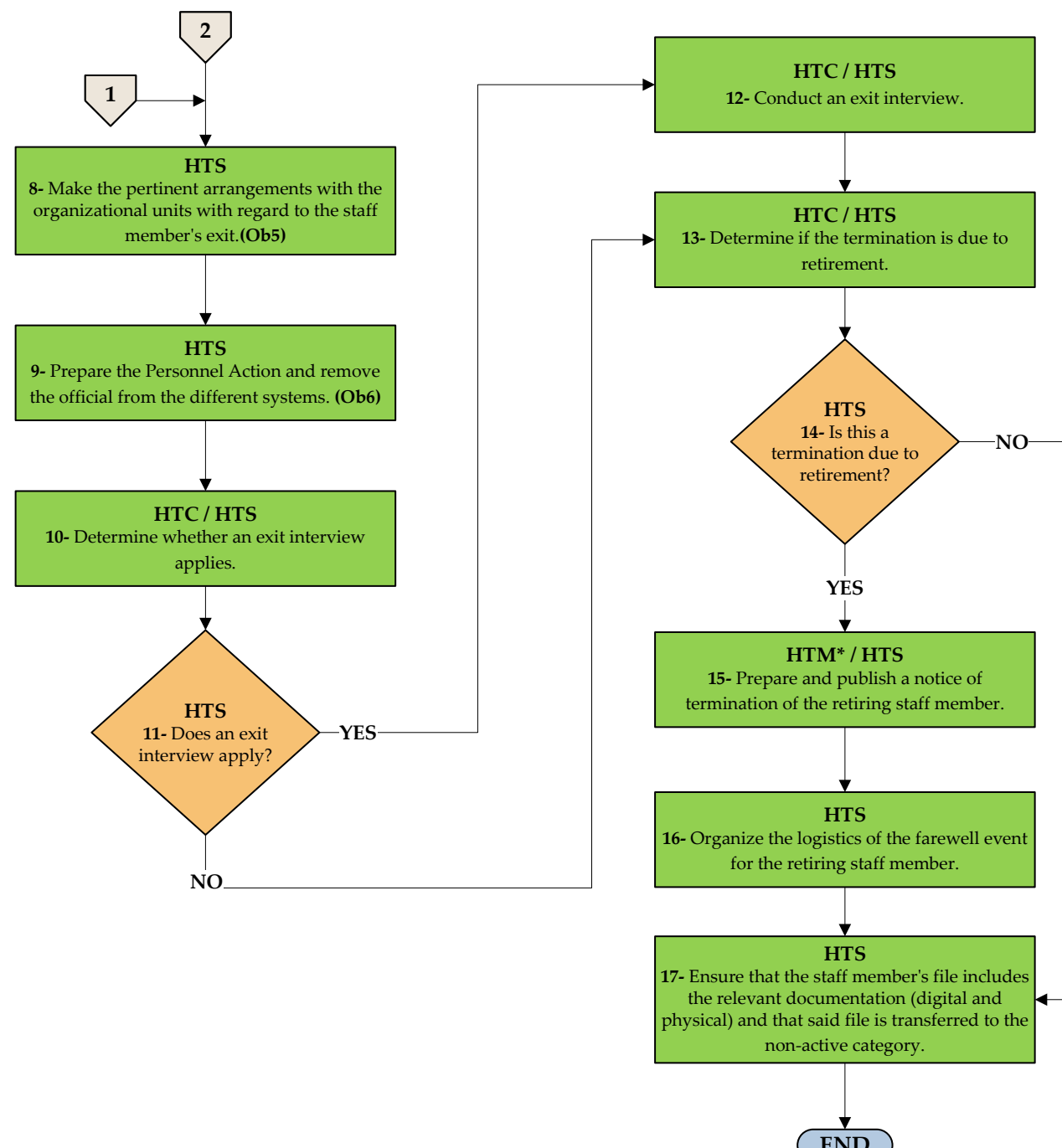
Proceso	
<b>9.7 Termination.</b>	
<b>Objective</b>	Ensure that the termination of staff members is managed pursuant to the stipulated guidelines and valid regulations of each country.
<b>Scope</b>	Hemispheric level. Technical-regulatory actions and execution. Centralization at strategic levels and at Headquarters. Partial decentralization by country and by region.
<b>Specific policies and rules</b>	<ol style="list-style-type: none"> <li>1. The termination of appointment of an International Professional may only be notified by the Director General.</li> <li>2. All temporary 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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>6. The termination of an appointment resulting from the elimination of a position is a decision for the Director General.</li> <li>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.</li> <li>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.</li> </ol>
<b>Informatic systems</b>	SAPIENS - Organizational Chart System - Insurance System – SAP – SUGI – E-mail – Dropbox - MS Office (Word documents - Excel spreadsheets)
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Exit interview results.</li> <li>• Identification of factors impacting the termination.</li> </ul>

	Background information	Reference material
<b>Inputs</b>	<ul style="list-style-type: none"> <li>• Appointment of Personnel</li> <li>• Request for resignation, dismissal or non-renewal</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of Procedure of the General Directorate.</li> <li>• Staff Rules.</li> <li>• Staff Manual.</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>• Termination Letters.</li> <li>• Exit interview results.</li> <li>• Identification of factors impacting the termination.</li> </ul>	

**Table IV.**

Documents of the termination process	International Professional Personnel	Local Personnel (LPP / GSP)
Sworn statement.	x	
Notice: of Human Talent Management, detailed	x	
Notice: of termination due to non-renewal issued by the DG.	x	
Notice: termination due to retirement.	x	
Clearance Form.	x	x

## 9.7 Termination

INVOLVED	Human Talent Management	Comments
<p><b>Human Talent Management* ( HTM* )</b> <b>Human Talent Coordinator (HTC )</b> <b>Human Talent Specialist (HTS)</b></p>	<p style="text-align: center;"><b>Human Talent Management</b></p>  <pre> graph TD     START([START]) --&gt; B1[HTS / HTC 1- Receive notice of termination of the staff member's contract. (Ob1)]     B1 --&gt; B2[HTS 2- Align and verify the contract termination information with the corresponding unit.]     B2 --&gt; B3[HTS 3- Prepare the staff member's exit documentation so that he or she can complete and sign it, as applicable.]     B3 --&gt; B4[HTS 4- Verify the applicability of the repatriation benefit.]     B4 --&gt; D5{HTS 5- Is the repatriation benefit applicable?}     D5 -- NO --&gt; C1{{1}}     D5 -- YES --&gt; B6[HTS 6- Request a ticket quote from the Travel Unit for the transfer of staff members to their known country of residence (repatriation). (Ob3)]     B6 --&gt; B7[HTS 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. (Ob4)]     B7 --&gt; C2{{2}}                     </pre>	<p><b>Ob1:</b> For International Professional Personnel (IPP), the Director General issues the notice of termination. For Local Professional Personnel (LPP) and General Services Personnel (GSP), the notice of resignation, dismissal or retirement is received from the organizational unit.</p> <p><b>Ob2:</b> See reference in Table IV.</p> <p><b>Ob3:</b> This applies to all IPP (Headquarters and Delegations)</p>
	<p style="text-align: center;"><b>Human Talent Management</b></p>  <pre> graph TD     C1{{1}} --&gt; B8[HTS 8- Make the pertinent arrangements with the organizational units with regard to the staff member's exit. (Ob5)]     B8 --&gt; B9[HTS 9- Prepare the Personnel Action and remove the official from the different systems. (Ob6)]     B9 --&gt; B10[HTC / HTS 10- Determine whether an exit interview applies.]     B10 --&gt; D11{HTS 11- Does an exit interview apply?}     D11 -- YES --&gt; B12[HTC / HTS 12- Conduct an exit interview.]     D11 -- NO --&gt; B13[HTC / HTS 13- Determine if the termination is due to retirement.]     B12 --&gt; B13     B13 --&gt; D14{HTS 14- Is this a termination due to retirement?}     D14 -- NO --&gt; B17[HTS 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.]     D14 -- YES --&gt; B15[HTM* / HTS 15- Prepare and publish a notice of termination of the retiring staff member.]     B15 --&gt; B16[HTS 16- Organize the logistics of the farewell event for the retiring staff member.]     B16 --&gt; B17     B17 --&gt; END([END])                     </pre>	<p><b>Ob4:</b> Attach form with estimated ticket costs and transportation allowances, approved by the Human Talent Manager.</p> <p><b>Ob5:</b> Coordination steps pf the clearance form.</p> <p><b>Ob6:</b> Insurance system, pension funds, payroll, etc.</p> <p><b>Ob7:</b> The Coordinator conducts interviews with IPP. The Specialist conducts interviews with LPP and GSP.</p>