

Manual for Salary Survey in Non-Headquarters Duty Stations



United Nations Common System

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INTRODUCTION

Of vital importance to the success of UN programmes worldwide is the support of highly skilled and dedicated national staff. From its inception, the United Nations has recognized the central role of its locally recruited staff in its work. As nationals, these men and women bring first-hand knowledge about the countries in which they live and provide continuity in the ongoing work of the organizations. They shoulder primary responsibility for maintaining working relationships with national institutions and with the local community.

The Flemming Principle Section 1.01

0.1 In 1948, in recognition of the important contribution of national staff, the General Assembly established the founding principle for setting compensation for locally recruited personnel. With the Flemming Principle, named for the Committee which first enunciated this policy, the General Assembly established and maintained that conditions of service for locally recruited staff should reflect *the best prevailing conditions found locally for similar work*. Linking United Nations salaries for locally recruited staff to dynamic, progressive employers in each locality has enabled the United Nations to remain a competitive employer and, more importantly, to recruit and retain staff of a high level of skill and integrity essential to its work.

The Methodology Section 1.02

0.2 To make the Flemming Principle a working reality, consistently applied in each duty station, the International Civil Service Commission (ICSC) approved a comprehensive methodology in 1984 for the conduct of salary surveys in non-Headquarters duty stations. This methodology provided the first clear, consistent guidelines for evaluating local labour market conditions, identifying leading employers and establishing accurate comparisons with these employers to ensure that United Nations' salaries reflect best prevailing conditions.

0.3 The organizations of the United Nations Common System have been equally committed to ensuring the consistent and accurate application of the Flemming Principle in non-Headquarters locations. With ICSC approval of the methodology, the Human Resources Network (HR Network) formerly Consultative Committee on Administrative Questions (CCAQ) organized a working group to draft a step-by-step manual for Local Salary Survey Committees. This manual provided detailed guidance on the survey process and greatly facilitated the conduct of

comprehensive salary surveys under the new methodology.

0.4 The organizations, through HR NETWORK, committed additional resources to the salary survey programme by approving an inter-agency-funded salary survey specialist posts exclusively dedicated to working with Local Salary Survey Committees in carrying out surveys.

0.5 Since 1985, numerous comprehensive salary surveys have been carried out under the non-Headquarters methodology. Most duty stations have conducted four, and in some cases five, comprehensive salary surveys. Through the experience gained in these surveys, the survey process has been streamlined and refined. A parallel programme to develop and implement common classification standards for General Service posts at non-Headquarters duty stations has further facilitated and enhanced the salary survey programme by introducing a standardized seven-level salary structure and common salary survey benchmarks based on classification standards.

0.6 In 1993, 1997 and again in 2003, the ICSC carried out a comprehensive review of the non-Headquarters methodology. In addition to confirming the applicability of the methodology in determining conditions of service for locally recruited staff, the Commission recognized the extensive efforts on the part of the organizations to effectively implement the methodology. In its reviews of the methodology, the Commission approved several revisions which reflected the experience of the organizations and the evolving views of Member States.

0.7 The latest review of the methodology for surveys of best prevailing conditions of employment at non-headquarters duty stations can be found on the OHRM salary survey website (http://www.un.org/depts/OHRM/salary_survey/index.htm).

0.8 This revised edition reflects changes approved by the ICSC in the methodology. In detailing the steps of the survey process, it also reflects practical experience gained over the past several years. The revised manual provides greater precision in each part of the survey process. It reflects the impact of job classification at non-Headquarters duty stations and the extensive use of computer technology in the survey process.

0.9 In issuing the revised edition, the organizations of the Common System recognize that, while the fundamental

The Revised Manual Section 1.03

principle underlying UN conditions of service remains unchanged, the process for assessing local labour market conditions must remain dynamic. The refinements contained in this manual reflect continuing efforts to improve the methodology and the related salary survey process.

0.10 The revised manual can be found on the OHRM salary survey website (http://www.un.org/depts/OHRM/salary_survey/index.htm).

Understanding the Respective Roles of the Participants

0.11 There are five main groups participating at different levels in the salary survey process: the responsible agency, the designated agency, the Headquarters Salary Steering Committee, the Local Salary Survey Committee (LSSC) and the salary survey specialist. Respective roles and responsibilities of these participants are as follows:

The Responsible Agency. The United Nations and the World Health Organization are known as the *responsible agencies*. These agencies have been designated by Chief Executives Board for Coordination (CEB) formerly the Administrative Committee on Co-ordination (ACC) as having overall responsibility for authorizing local salary scales.

The Designated Agency. A number of UN organizations have been given operational responsibility for conducting and coordinating salary surveys at non-Headquarters duty stations, and for recommending revised salary scales and allowances to the responsible agency.

The Headquarters of the designated agency, along with the responsible agency, draws up a schedule for comprehensive salary surveys based on a three-to-five year periodicity. Headquarters notifies the duty station in question well in advance of the scheduled survey so that the duty station can begin the first of four salary survey phases. *No salary survey (either comprehensive or interim adjustment) may be initiated without the concurrence of Headquarters.* After a recommended salary scale has been constructed at the duty station, Headquarters reviews the scale and submits it, together with the survey report and any other salient information, to the responsible agency.

The Field Office is delegated by the Headquarters of the designated agency to coordinate the four operational phases of the actual salary survey at the duty station. The four operational phases are: survey preparation, data collection,

data analysis, and construction of the salary scale. Throughout this process, the duty station consults with and obtains approval from Headquarters of the designated agency.

The Headquarters Salary Steering Committee. The Headquarters Salary Steering Committee is a coordinating management mechanism chaired by the United Nations and consisting of representatives of the administrations of the United Nations, UNDP and UNICEF. Representatives of the ICSC secretariat attend the meetings in an observer capacity. The role of the Committee is to deal with issues related to salaries of General Service and related categories in those non-headquarters duty stations where the United Nations is the responsible agency. The Committee reviews the recommendations made by the relevant designated agencies. Following review, the United Nations promulgates the resulting salary scales and the level of allowances.

The Local Salary Survey Committee. The *designated agency* is responsible for convening the Local Salary Survey Committee (LSSC) and appointing a senior official in its field office as Committee chairperson. The LSSC coordinates survey activities at the duty station under the guidance of the salary survey specialist from Headquarters. The LSSC comprises administration and staff representatives from all United Nations organizations at the duty station employing locally-recruited staff. The designated agency must ensure that all agencies at the duty station participate in the LSSC. A close and continuous dialogue between administration and staff during all four phases of the survey is crucial.

0.12 If no LSSC exists, the designated agency should take the necessary steps at the local level to establish one that reflects a balanced representation of administration and staff of all the organizations employing local staff at the duty station. The chairperson of the LSSC is always an internationally recruited senior official of the designated agency posted to the duty station.

The Salary Survey Specialist. A specialist in salary survey techniques, appointed by the Headquarters of the designated agency, is assigned to conduct the survey with the LSSC. In certain cases, more than one specialist may be assigned to conduct a survey.

0.13 The assigned salary survey specialist acts on behalf of the designated and responsible agencies. As such, the specialist has delegated authority to make on-the-spot

decisions about certain technical matters where immediate decisions are necessary for the survey to proceed. Essentially, the role of the specialist is to guide the LSSC, especially at the stages of data collection, data analysis and construction of a proposed salary scale. The salary survey specialist has the following major responsibilities:

- To review the initial preparations made by the LSSC and to participate in the final field preparations for the survey;
- To brief the survey team on the objectives of the survey interview and on interview techniques, including job matching;
- To participate in data collection as the data collection team leader;
- To provide guidance to the LSSC in the analysis of data and the calculation of revised salary scales for presentation to the Headquarters of the designated agency;
- To be available to the Headquarters of the designated agency and the responsible agency in order to provide information concerning the data and recommendations presented for final salary scale approval.

Comparator Employers

0.14 Comparator employers are local public and private sector employers representing a cross-section of economic activity. Selection of the best local employers is made through a process of data gathering and analysis of their local staff salary, benefit and allowance provisions in order to follow average movement in comparator compensation packages and periodically adjust local UN salaries.

0.15 Salaries for locally recruited staff are established through labour market surveys of the employers presumed to be the best in the locality. On a three to five year cycle, comprehensive salary surveys are carried out to identify the employers who offer the best overall conditions against which to reference United Nations salaries. Between comprehensive salary surveys, interim surveys are conducted to update information on changes in salaries and benefits for the retained comparator employers.

An Overview of the Salary Survey Process

The Comprehensive Salary Survey

0.16 There are four phases in the conduct of a comprehensive salary survey:

The Preparation Phase begins with notification by Headquarters of the designated agency that a comprehensive survey will be carried out and includes: convening the Local Salary Survey Committee (LSSC); selection of comparator employers to be surveyed; updating information on national taxation and the compilation of statistics on the job and grade distribution of local staff for all UN agencies in the duty station.

The Data Collection Phase begins with the arrival of the salary survey specialist and the briefing of the data collection team and includes interviews with the selected comparator employers to collect their data on salaries, allowances and other conditions of service leading to the completion of the employer questionnaire for each surveyed employer for data analysis;

The Data Analysis Phase begins with the analysis of individual employer data to establish total net salary figures, at minimum and maximum, for each job matched in each employer leading to the selection of the best employers and the calculation of the overall weighted average difference or increase represented by the selected best employers over current United Nations salaries.

The Salary Scale Construction Phase adjusts raw survey findings into a balanced and accurate salary scale reflecting labour market trends and promoting internal consistency and equity.

0.17 These phases, with guidance concerning the creation of United Nations allowances and the finalization and approval of revised salary scales are described in detail in Part I of the manual: ***The Comprehensive Salary Survey***.

The Interim Adjustment

0.18 Between comprehensive salary surveys, the LSSC is required to monitor and update salary and benefit information for the retained comparator employers. This interim survey process builds on the foundation established in the comprehensive salary survey. The procedures to be followed in the conduct of mini-salary surveys are detailed in Part II of the manual: ***The Interim Adjustment***.

Special Measures

0.19 Flexibility is built in the methodology to effectively address the wide range of labour market conditions found around the world. Experience has shown that, in situations of extreme economic and social volatility, it may be necessary to temporarily go beyond the approach provided for in the methodology. Guidance regarding these situations and possible alternative approaches which may be considered are detailed in Part III of the manual: *Special Measures*.

Countries with More than One Local Salary Scale

0.20 Salary scales developed for duty stations with *established UN offices* should normally also apply to staff working on a *project basis* at locations outside the capital city countrywide. There are, however, a few cases where more than one salary scale is in effect in the same country. This occurs, for example, when there are established UN offices in more than one duty station in the country. In such cases, careful coordination between designated agency Headquarters in the management of comprehensive salary surveys is particularly important. The surveys should be conducted simultaneously based on the procedures outlined in the CEB HR NETWORK Salary Survey Manual. The salaries and allowances established should be applied from the same effective date. It is also important to include some employers common to both duty stations in both surveys. To a degree compatible with the requirements of the offices concerned, there should be uniformity in the structure of the salary scales. The application of more than one salary scale in a country can be authorized in exceptional circumstances by the responsible agency, either the United Nations or World Health Organization.

PART I – The Comprehensive Salary Survey

Chapter 1 The Preparation Phase

Assembling the Labour Market Information

Once the Headquarters of the designated agency schedules a comprehensive survey, a comprehensive preparatory process begins in which the LSSC gathers information and monitors salary movement and related developments in the local labour market. The preparation phase may take between three to six months.

1.1 The survey process is based on comparing of current local employer salaries and allowances to those offered to locally recruited UN staff at the duty station. In order to identify those employers, who offer the best prevailing conditions of employment, the LSSC initiates the process of labour market research and contacts the comparator employers used for the final data analysis in the *previous* comprehensive salary survey. In addition, local employers known to be competitive from participation in past surveys should also be contacted. These guidelines eliminate undue fluctuations from one survey to the next and ensure that salary levels are not temporarily set by reference to all new employers. Areas to be monitored include:

- Basic salaries of local employers;
- Allowances and benefits offered by local employers;
- New legislation changing local income taxes;
- Adjustments in official working hours without corresponding adjustment in basic salaries.

Identification of Potential Employers

1.2 Potential employers to contact for preliminary interviews could be obtain from the following sources:

- Local chamber of commerce;
- Organizations and associations of employers within the same industry;
- Unions and other labour organizations;
- Published materials;
- Previously surveyed comparators;
- Headquarters information on multinational employers which are found to be highly competitive.

Developing List of Comparator Employers

1.3 Using the best possible sample of employers ensures that the salary scales resulting from the survey reflect the best prevailing conditions of employment in the locality. After the LSSC researches and interviews a cross-section of local employers, a final list of employers to be surveyed in-person is prepared. It is also useful to have names of reputedly good employers in reserve in case the list has to be supplemented after *data collection* begins because an employer suddenly declines to participate, or an initial employer is not able to provide sufficient data for analysis. The employers on the reserve list must also meet all the criteria specified below and should not be interviewed unless they are placed on the official list. In that case, an interview and full data collection in accordance with procedures set forth in Chapter 2 is required.

1.4 Once the LSSC has compiled its proposed list of comparator employers, it should be forwarded to the Headquarters of the designated agency for review and approval. Only with the approval of the list by Headquarters should the employers be formally approached to participate in the survey. The LSSC should give priority attention in the preparation phase to the identification of comparator employers and present its list of recommended comparators in advance of the survey.

Key Criteria for Employer Selection

1.5 The following criteria should be observed in the selection of employers to be surveyed:

- Employers selected should represent a broad cross-section of competitive economic sectors (including public service or parastatal institutions), with no one sector unduly dominating the sample;
- The employers to be surveyed should have been established in the locality for several years, i.e. approximately five years.
- They should have an established salary structure and personnel system including systematic method of ranking jobs.
- They should have at least 20 employees engaged in office work; in duty stations where the number of employers to be retained is five, seven, ten or fifteen, it is required that these employers have at least **50 employees** engaged in office work. If the employer has less than 50 employees, a degree of flexibility may be applied if an employer has a well-structured compensation system based upon globally applied job classification standards. Western European duty

stations' employers have a different requirement in terms of the number of employees engaged in office work (see paragraphs 1.8 below).

- There should be a high degree of continuity in the employers surveyed from one survey to the next, with a majority of employers from the previous survey normally being retained for data collection and analysis;
- An outside employer who uses the United Nations salary scales as the primary basis for setting salaries should not be selected for comparison.

1.6 Prior to the formal, in-person interviews, the LSSC should have determined whether each employer to be surveyed meets the above criteria. If criteria are not met for all comparator employers as a result of the interview, a decision whether to keep or eliminate the employer will be made at the *beginning* of the data analysis phase.

Number of Employers to be included in the Survey

1.7 In 2003, the ICSC significantly revised the criteria for employer selection and retention. The revised methodology has now established four categories of duty stations with requirements for employer retention established as five, seven, ten or fifteen employers. The list of duty stations by category appears in *Annex I*. The determination of the category in which a duty station has been classified is based broadly on two criteria: the size of the UN local staff population (less than 30 or more than 30 national staff) and, the degree of dynamism of the local labour market. Revision of category is subject to the approval of the Chairman of the ICSC.

1.8 In addition to establishing criteria for retention of employers which vary by category of duty stations, the ICSC also requires that the list of retained employers in the final analysis be representative of a range of economic sectors. Representation of employers drawn from the public sector including, where possible, the national civil service, is also a requirement at all duty stations. A minimum of twenty five percent of retained employers must be from the public/non-profit sector, including, where possible, the national civil service. Where it is not possible to include national civil service employers in the analysis, the representation of the public/non-profit sector should be increased to thirty three percent of employers retained. No more than twenty five percent of employers may be included from any single sector

of the private sector. To facilitate inclusion of public sector employers, the size criteria provided in paragraph 1.5 above can be flexibly applied. For duty stations in Western Europe, the ICSC has mandated that the national civil service must be included among the retained comparators and that each employer must have at least 100 staff. In establishing these criteria, the ICSC has established a definition of these economic sectors for purpose of grouping of employers. This definition of sectors is provided in *Annex II*.

1.9 With the categorization of duty stations established, ICSC has determined the number of employers which ideally should be included in the survey for data collection. The number of employers by category is as follows:

- for duty stations where five employers are to be retained: six to eight employers should be surveyed;
- for duty stations where seven employers are to be retained: nine to twelve employers should be surveyed;
- for duty stations where ten employers are to be retained: twelve to fifteen employers should be surveyed;
- for duty stations where fifteen employers are to be retained: sixteen to twenty employers should be surveyed.

Making Appointments

1.10 A letter is sent to the Human Resources Manager or competent administrative official of each employer selected for the formal survey to announce the survey and request cooperation for an interview. It should be emphasized in the letter that a personal interview is necessary to obtain accurate and complete information. It should also be stressed that all data obtained is kept strictly confidential. A sample letter is given in *Annex VII, Letter A*. The employer should be contacted three to four days after the letter has been sent to ensure receipt. At this time the name and position of the employer representative who will participate in the interview should be confirmed.

Letters to Comparator Employers

1.11 Shortly thereafter, a follow-up letter is sent to the person designated to participate in the survey (see the sample in *Annex VII, Letter B*), with a sample copy of the employer questionnaire. By receiving materials in advance of the appointment, employers are able to compile information ahead of time. It should be made clear in the appointment confirmation letter that, although it would be helpful if the sample questionnaire were completed before the interview, it

should not be returned, but kept for discussion during the interview.

1.12 Although the interviewee has received a list of UN benchmark jobs, the actual matching of jobs should be done, not by the employer before the interview, but by the survey team during the interview process.

1.13 Formal appointments with comparator employers should be made one week (*see Annex VII-C*) before the salary survey specialist arrives, and confirmed the day before. The timing of appointments should be staggered and limited to no more than four per day. One to two hours for each appointment is normally allowed.

Employer Questionnaire

1.14 The sample of the employer questionnaire that is sent to the employer is a summary of the document the salary survey team uses during the interview. By supplying the form ahead of time, the interview is better structured. The form used in the survey process is contained in *Annex V*. Although the form has been designed to incorporate various data elements, it may not meet every need. Alterations should be kept to an absolute minimum to ensure conformity of approach.

Gathering Local Information

1.15 Not only must the LSSC be aware of salary conditions, benefits and allowances since the last survey, but also additional information and material must be collected as part of the preparation phase before the new survey begins. This includes gathering information on relevant local labour legislation, other legislation governing conditions of service of local staff (e.g., social security provisions, minimum wages, hours of work, leave, overtime and termination indemnity), and the general social and economic conditions in the country. The LSSC must ensure that this information and material are complete and available for the survey team members prior to comparator employer interviews.

Tax Information

1.16 As United Nations staff generally are not taxed on their income, organizations and staff tend not to be very familiar with tax legislation applicable at the duty station. Information about taxation is, however, very important because it is used to derive outside net salaries from gross salaries, and to calculate dependency allowances. Since information may need to be based on statistics gathered from outside sources, (often a time-consuming task), the LSSC must collect or update data on taxation during the early stages in the preparation phase.

1.17 A clear and detailed summary of the income tax system should be provided on the tax information form (see *Annex VI*). In some cases, a tax specialist needs to be consulted for preparation of this form. The following tax information should be gathered:

- ▶ Up-to-date information about tax laws, regulations and tables, tax provisions and rates;
- ▶ Up-to-date information about exemptions, deductions, rebates and allowances, as well as about the taxability of certain types of benefits;
- ▶ Information on type of income tax applicable (e.g., national, state and local);
- ▶ Copies of the actual documents describing the existing income tax system and up-to-date income tax return forms.

1.18 Once updated tax information is compiled, a copy of this information should be sent well in advance of the survey to the Headquarters of the designated agency. The Headquarters' salary survey specialist will begin analysis of the tax provisions and prepare the initial data analysis worksheets prior to his/her departure.

Other Information

1.19 In addition, since practices of the various United Nations organizations at a duty station can differ regarding conditions of service for their staff, information about provision of uniforms, meal facilities, transportation arrangements, etc., should be gathered from each agency during the preparatory phase.

Survey Benchmark Jobs

1.20 This facet of the salary survey process was significantly streamlined in 1991 with formal ICSC approval of common job classification standards for the General Service in non-Headquarters duty stations. Using the ICSC standards, the following 15 most common General Service jobs have been identified for use as salary survey benchmarks:

UN Grade	Job No.	Benchmark Title
G-1	1	Messenger
G-2	2	Driver
G-3	3	Senior Driver
G-4	4	Clerk-Typist
	5	Secretary
	6	Administrative Clerk
G-5	7	Finance Clerk
	8	Senior Secretary
	9	Senior Administrative
	10	Clerk
G-6	11	Senior Finance Clerk
	12	Secretary to Head of
	13	Office
G-7	13	Administrative Assistant
	14	Finance Assistant
	15	Senior Administrative
		Assistant
		Senior Finance Assistant

1.21 The 15 benchmarks fall within the four most common occupations found in duty stations for which comparable positions are most readily found in outside employers: Non-clerical office support, Secretarial, Administration and Finance. Since the internal United Nations population serving in these specific benchmark jobs usually exceeds 60 per cent of the total General Service population, the 15 benchmarks provide an excellent representative basis for salary comparisons.

1.22 The common salary survey benchmarks do not necessarily describe every duty carried out in each grade by each agency at the duty station. The focus of these benchmarks is to present the principal duties and provide for a clear progression of functions within each occupational series to compare UN jobs to those found in outside employers. The use of the standard salary survey benchmarks provided in *Annex IV* ensures that the comparison of UN General Service posts is carried out in a uniform manner.

1.23 With the approval of common classification standards for the General Service category at non-Headquarters duty stations and the adoption of these standards as salary survey benchmarks, the Local Salary Survey Committee should not debate the content of survey benchmarks to determine their applicability to actual posts in local UN agencies. Variations in the classified levels for

posts of similar functions among organizations at the duty station should be referred to the appropriate classification authority within each respective organization and should not be considered in the context of the salary survey.

Compilation of Staff Inventory

1.24 As part of the preparatory phase, an inventory of all locally recruited staff for all agencies with established offices in the country must be compiled. This common staff inventory identifies staff population by post and grade.

1.25 A format for the staff inventory is provided in *Annex III*. In compiling the inventory, jobs performing the same function in the same grade are grouped under the same job title despite variations which exist between organizations. The fifteen survey benchmark jobs have been specifically highlighted in the inventory. Where there are no staff performing the function of one of the fifteen benchmarks, a notional population or weight of 0.5 should be entered in the inventory. Similarly, if a grade in the duty station has no staff population, a notional weight based on the appropriate benchmarks should be included.

1.26 The survey benchmark and grade populations are essential in the later phase of data analysis. When compiling the inventory, the LSSC should not address issues related to the classification of posts in individual agencies. The populations should be compiled as presented by each agency.

1.27 A complete inventory of local staff should be forwarded well in advance of the survey to the Headquarters of the designated agency. The inventory is needed for weight analysis in averaging data. The survey specialist will prepare survey spreadsheets on that basis.

Briefing and Training the Data Collection Team

1.28 Two-person survey data collection teams (one representative of the administration and one of the staff) work with the salary survey specialist to interview comparator employers in-person.

1.29 The LSSC representatives selected for the survey team that will actually interview comparator employers should have prior experience in job matching and interview techniques.

1.30 Selected LSSC representatives and the salary survey specialist should function as a team in data collection. They carefully review the 15 survey benchmark descriptions and questionnaire, the elements needed for the analysis of the data (especially detailed quantification of fringe benefits),

and all material collected on pertinent labour, tax and other legislation in order to ensure that they have a common vocabulary and thorough understanding of the material to be used in the interview, and the various elements involved in the survey process.

1.31 As part of the preparation for data collection, the data collection team members study the UN benchmarks jobs provided in *Annex IV* of the manual. The team members discuss to develop a common understanding of the grade determining distinctions in the UN benchmarks for each grade level within each occupational series to ensure consistency in the job matching process. If necessary, additional briefings of the team should be organized by staff members who have been trained in the principles of job classification in order to discuss the structure of the benchmarks.

1.32 The survey team reviews the analysis criteria for specific benefits in *Chapter 2* and *Annex VIII* before they collect detailed information on all allowances and benefits offered by employers. Irrespective of whether these benefits are included in the determination of salary, information should be collected to enable comparison with conditions of service in the United Nations organizations.

1.33 Each team member has all pertinent papers readily available at the interview to take careful notes and fill out a copy of the questionnaire worksheet as the interview proceeds.

Confidentiality of the Survey Process

1.34 Data collection teams are committed to confidentiality with regard to information obtained during the conduct of the survey, although survey-related information may be shared with the LSSC (a model confidentiality pledge letter is shown in annex XII). The team will, moreover, be bound by the provisions of article 1.5 of the United Nations Staff Regulations as allows:

"Staff members shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person any information known to them by reason of their official position which has not been made public, except in the course of their duties or by authorization of the Secretary-General. Nor shall they at any time use such information to private advantage. These obligations do not cease upon separation from the Secretariat."

Chapter 2

The Data Collection Phase

The *Data Collection Phase* of the comprehensive salary survey begins with in-person interviews of comparator employers by the data collection team. The team collects information about salaries, allowances and other conditions of service from comparator employers. The *Data Collection Phase* ends with the completion of a master survey questionnaire for each completed interview. Since the salary survey is designed to record prevailing labour market conditions at a specific point in time, data collection from all comparator employers takes place within a very brief period, normally one week.

Conduct During the Interview

2.1 Even though there is a great deal of communication between the LSSC and the employer during Phase I, *The Preparation Phase*, an employer may still be reluctant to give salary information to local staff representatives. The data collection team should reassure the employer that the team represents the United Nations.

2.2 Every effort should also be made to utilize the time contributed by the employer effectively and efficiently. For example, time should not be wasted on items of minor importance; details can be followed up later. Care should be taken not to abuse employer's cooperation by embarking on lengthy, unnecessary discussions. An employer who becomes impatient will shorten the interview. Discussions among team members, *particularly entering into points of disagreement*, should not take place at the time of the interview. In addition, employers should not be criticized for personnel or salary policies, or private opinions.

2.3 In the case of more complex or incomplete issues, supplementary information should be obtained, if possible, and discussed by the team members after the interview.

2.4 Before starting the interview, the team members should introduce themselves to the employer. **The salary survey specialist leads the interview by asking the majority of questions.**

Four points to cover with the employer in the Introduction:

1. The UN appreciates their participation.
2. They were selected because they are a progressive employer and one of value for salary comparison.
3. The interview and the data obtained are confidential.
4. They will receive summary results of the salary survey, including revised UN salaries and a comparison of their compensation against other participants in the survey.

Structure of Data Collection

2.5 The data collection team gathers information in three categories from each employer:

- ▶ General information; Personnel and Pay Policies, Salary Scales and Ranges;
- ▶ Comparison of United Nations benchmark jobs with employer's jobs;
- ▶ Salaries, allowances, benefits and other conditions of service.

2.6 The survey team(s) collects the data in the above order, covering each category as thoroughly as possible within the constraints of time and employer cooperation. The questionnaire is structured to allow the team to collect the full range of data required in a systematic manner.

Gathering General Information

2.7 Each comparator employer interviewed must clearly present the structure of the organization so that the salary survey team can identify functional areas where jobs similar to UN positions are found. It is important to determine the number of employees working for the organization and how they are distributed throughout the structure. In addition, the team establishes the length of time the employer has been conducting business locally as an indication of the employer's involvement in the local labour market. (See employer questionnaire).

Salary Scales and Ranges

2.8 In pre-interview correspondence sent to the comparator employer, the salary survey team specifically requests that the employer discuss formal salary scales and ranges with the team during the interview. If the employer offers a scale or range, either in written or verbal form, the team clarifies certain aspects of the scale, such as: effective

date of the scale; whether the scale is strictly adhered to or whether, in reality, hiring takes place on a flexible basis; and what triggers a scale or range adjustment, either across-the-board or for individual jobs.

2.9 If the employer has a scale or range, the team determines the date of the scale or range. The employer's salary adjustment procedure is determined as well as general information about salary scales and ranges, and use of minimum and maximum salary rates.

Important Note: Every effort should be made by the data collection team to obtain a copy of the actual employer salary scale. When the employer provides a copy, the team leader should immediately examine the scale structure. Important mechanics of the salary scale must be understood regarding hiring rates, grade structure, staff progression within a single grade to the grade maximum and on to higher grades. The purpose of this examination is not to assess the level of salaries but to gain insight into employer grade structure. This understanding is very useful during the job matching exercise.

2.10 In addition, if collective bargaining agreements exist, the employer should be asked for a copy of the appropriate agreement(s).

2.11 Once data on employer salary scales and ranges, general personnel and pay policies are collected, the team has an overview of employer organizational structure and approach to grading and salaries.

Personnel and Pay Policies

2.12 Some employers give automatic periodic pay increases. Other employers base salary increases strictly on merit. The team gathers information on specific intervals between salary increases in the same grade and the length of time it generally takes for an employee hired at a minimum salary to achieve the maximum salary in the same job within the same grade.

2.13 As noted in Chapter 1, fifteen benchmark jobs have been selected for the purpose of job matching. These fifteen benchmarks represent the four most common and comparable occupational groups: non-clerical support, secretarial, finance and administration.

Comparing UN Benchmark Jobs

2.14 Accurate matching between United Nations jobs at the duty station and those of the surveyed employer is fundamental to the entire salary survey process. Once jobs are matched, the data collection team can proceed to obtain accurate information on salaries, bonuses, allowances and other conditions of service. If an interview with a comparator employer reveals that there are no job matches with UN benchmark jobs, or an insufficient number of matches exist, the interview should terminate and a comparator employer on the reserve list be contacted as an immediate replacement.

2.15 When data collection exercise is not conducted properly, incorrect job matches or insufficient data on allowances and benefits result in distorted salary scales.

The Four Occupational Groups

2.16 The data collection team should organize job matching by the four occupational groups: non-clerical support, secretarial, finance and administration. Discussions begin with the non-clerical support occupation (i.e., watchman, messenger and drivers), proceed to the secretarial occupation, the finance occupation and finally to jobs within the administrative occupation.

Job Matching: The Four Step Approach

- ▶ **Structure.** Detail organization structure in the comparator employer of all levels of responsibility for the four occupational groups, including levels both above and below those represented by the survey benchmarks.
- ▶ **Content.** Specify grade-determining content for each level in the comparator organization structure and the relationship of jobs in the hierarchy. Identify jobs and levels where the comparable functions of the UN survey benchmarks are found.
- ▶ **Progression.** Chart the occupational progression within the comparator office structure to detail the career stream for staff. Identify experience and training requirements for each level.
- ▶ **Qualifications.** Finally, for each level of responsibility, identify the educational requirements. Identify supervisory and managerial levels.

2.17 Within the four occupational groups, the data collection team should create organization charts to clarify comparator structure and the placement of each job within the occupation. The survey team asks questions about the actual functions performed in each comparable job and at

each salary level within the company. With structural placement and functional assignments clarified, the survey team ascertains the qualifications required of the jobs in terms of education and typical years of experience.

2.18 Each of the four UN occupational areas has unique characteristics which should be taken into account in the job matching process. Specific points to be addressed include:

Non-clerical support - This occupational area contains several jobs which are unrelated. For examples, while messengers are predominantly involved in the internal movement of documents and materials within an organization, they may also make outside deliveries of materials and correspondence. Therefore, all these responsibilities should be considered within the typical range of functions for comparable jobs. UN drivers, however, function primarily as chauffeurs of people, and vehicle operation is limited to automobiles, not trucks.

Secretarial - Required skills for jobs within this occupational area normally vary depending on the level of the person or people for whom the secretary is working. For an accurate job match, it is important to identify all the secretarial positions, from that of basic typist to senior secretary and to clarify the intervening levels, defining the functions attached to jobs at each level and typical career progression.

Finance - Jobs in the finance occupation are usually found in a centralized organizational setting. Finance and accounting operations are usually highly structured with clearly defined levels for verification, certification and approval. Jobs most comparable to UN finance jobs in a duty station are usually found in comparators within the General Accounting section of the larger Finance department. Discussions concerning these jobs should proceed with delineation of the organization structure, and identification of the functions attached to each level in the office structure, with particular attention to levels where processing and verification, certification and approval occur.

Administration - This occupational area often involves a variety of functions throughout a company. In order to identify all administrative jobs, it is necessary to review the organization structure of several operational areas of the company. The discussion should begin with the structure of the Personnel Section, and proceed to sections responsible for Building or General Services, Transport/Travel Services

and Supply. With the organization structure as a guide, it is possible to develop a clear picture of the functional assignments at each level. Having discussed the structure of the various occupations, a clear understanding of the classification system used by the employer is established.

2.19 It should not be anticipated that complete function-by-function matches with UN jobs can be achieved. The establishment of accurate job matches depends on the comparability of primary functions. Variations in office structures will result in some disparity between UN jobs and employer jobs.

2.20 By proceeding with the data collection interview in the order indicated above, the survey team progressively expands its understanding of each employer's organization and personnel structure. At the conclusion of the matching process, the team should know the hierarchical progression within the employer for the surveyed occupations and the relationship between occupations. Finally, the survey team asks questions concerning the typical career progression within the company for jobs within an occupation as an employee ascends the organizational ladder. Through this general approach of examining the structure, functions, qualifications and progression for jobs within an occupation in the comparator employer, job matches with UN jobs should become clear. It should be noted that typically jobs within the General Service category do not require university degrees. Matches can be made in comparator employers with jobs where university degrees are a requirement when such positions are encumbered by individuals who may possess the equivalent in training and/or experience but who do not necessarily have the actual degree.

2.21 Copies of the benchmark job descriptions from *Annex IV* of the manual should be available during the interview for reference. Prior to beginning data collection, all team members should have studied the benchmarks thoroughly and be completely familiar with the progression of functions for each occupation. During the interview the data collection team aims to understand the employer's occupational structure and not to spend time explaining the structure of UN jobs to the employer.

2.22 The focus of discussions in the job matching exercise should be the distribution of functions and corresponding structure within the employer for the four occupations. It would be entirely inappropriate to request the employer to

Split Matches and Linked Grades

speculate on the corresponding match between a job in the company and the UN structure. It is the responsibility of the data collection team to gather sufficient information to establish the job matches themselves.

Split matches - Responsibilities for a UN job are frequently divided among two or more jobs within an employer. It is indispensable to discuss the occupation as a whole, as well as the corresponding employer organization structure.

2.23 Split matches indicate that the content of a UN job is shared among jobs in the comparator employer at different grade levels. In such cases, it is inappropriate to establish the match with either the highest or lowest grade level. The split match must identify primary survey benchmark functions in different level employer jobs.

***Important Note:** A UN benchmark G-7 Finance Assistant job typically has responsibility for both certification of payments and verification of financial reports and statements. In a large outside employer, payments and financial reporting may be carried out in separate organizational units. If the administration of these activities in the employer is carried out by different posts at different grade levels, a split match may be justified.*

Linked grades - In some instances a UN benchmark job is matched with an employer's job where the employee receives an automatic promotion to a higher position within the company with no change in functions or posts. Linking two or more grades together in the classification of employer jobs is not uncommon. To establish the match with a UN job where employer linked grades are in use, the data collection team must determine the grade that will be assigned to the job when an employee is recruited, the conditions under which the promotion to the higher level is given, and whether all incumbents of similar posts can qualify for such a linked grade movement. The team must identify the full range of grade levels the employer has established for the job in question.

***Example:** A UN G-4 secretarial job is matched to a job of junior secretary in a company. It is found that the recruitment level in this company is grade 1 but incumbents in such posts are found in both grades 1 and 2. If it is determined that movement to grade 2 is automatic and consistent with the normal progression of staff in this job in the employer, a linked grade match of 1 and 2 is established.*

2.24 It should be noted that split matches or linked grades should not be used as a form of compromise in cases of disagreement among team members regarding job matching. Where disagreements occur, additional information from the employer must be gathered to clarify the points of contention. If the team members cannot, after seeking clarification from the employer, arrive at a consensus, the survey team leader should establish the job match. Other team members are free to attach written, alternative viewpoints to the survey questionnaire.

2.25 Once the information about job content has been collected and job matching is generally clear (subject to further review following the interview), if possible the team should try to ascertain the number of employees in each position in the employer. Where positions are encumbered by only one individual, care must be taken to ensure that the salary level of the position reflects the employer's assessment of the value of the job rather than incumbent-related compensation. With this information collected, the team proceeds to document salaries, allowances, benefits and other conditions of service.

Data on Minimum Salaries

2.26 As a first step, the team verifies whether the minimum salaries listed on the salary scale are used as hiring rates. If the employer's current hiring rates are found to be different from the scale minima by policy, these different hiring rates should also be recorded and the questionnaire annotated accordingly. If certain individuals are hired at rates above or below the minimum, while others are hired at the minimum, the team should not necessarily conclude that the hiring rate is different from the minimum. In these cases, the employer should be asked whether qualified candidates can be recruited at the minimum rates. The object is to have realistic data on minimum hiring salaries for use in the data analysis.

Data on Maximum Salaries

2.27 When collecting data on maximum salaries, information should also be obtained on the conditions under which salary increases occur and whether they are consistently applied. This information enables the team to identify situations where it is inappropriate to accept the employer's official maximum scale or range figures. For example, increases based solely on exceptional merit should be excluded. Where a maximum is theoretically set but never paid, or paid only to a limited number of staff, the actual salary achievable by the majority of employees in the job would be a more realistic figure to use in reporting employer salary maxima.

Data on Allowances and Benefits

2.28 During the course of the interview, the team should not debate what might be considered appropriate salary maxima for an employer job. For maxima data there is no fixed reference or definition as with minimum data and hiring rates. For different employers, maxima salaries are attained after variable years of service. Maxima data is examined for the trend it represents with respect to the progression from hiring rate to the ceiling rate attainable for the same job.

2.29 The survey team should review the analysis criteria for specific benefits *Annex VIII* before collecting detailed information on all allowances and benefits offered by the employer in cash or in kind, both quantifiable and non-quantifiable. Irrespective of whether these benefits and allowances are included in the determination of salary, information is collected to enable comparison with conditions of service in the United Nations organizations.

2.30 The data collection team asks the employer for detailed explanations regarding the allowances and benefits offered by the company. The collection of data on allowances and benefits should proceed in an organized manner. While allowances are paid in cash, benefits are often provided in kind. Benefits can be divided between a) those to which a value cannot easily be assigned, or non-quantifiable benefits, and b) those to which a value can easily be assigned, or quantifiable benefits. For allowances and benefits to be quantified and added to salary figures for an employer, they should normally meet all the following criteria:

- ▶ Be offered across-the-board to all employees or to an identifiable group of jobs (e.g., accounting clerks) or to particular grades, under similar conditions whether they are cash or non-cash in nature.
- ▶ Be provided by the employer on a regular and recurring basis over a reasonable period of time (i.e., be a well-established practice of the employer), whether they are cash or non-cash in nature;
- ▶ Be taken advantage of by approximately 75% of the employees in the company. If the benefit is only granted to a limited number of jobs, it should apply to approximately 75% of the employees in the job series concerned.

2.31 *Annex VIII* provides guidelines concerning the type of data which should be collected to establish the value of quantifiable non-cash benefits. The following examples cover the most common benefits of this nature, and exemplify the information required for the quantification of other non-cash benefits. Employers typically group benefits in broad areas:

- ▶ General cash allowances: structured as bonuses or profit sharing plans available to all staff, sometimes under variable conditions;
- ▶ Allowances or benefits related to transportation: structured as cash amounts or in-kind services which may extend to the provision of vehicles for personal use;
- ▶ Allowances or benefits related to housing: structured as cash amounts or in-kind services which may extend to the provision of housing and related services (i.e. utilities and domestic services);
- ▶ Allowances or benefits related to meals: structured as cash amounts or in-kind benefits which may include beverage/refreshments provided by the employer throughout the work day;
- ▶ Allowances or benefits related to social activities: usually expressed as a general amount established by the company to support social/recreational activities for the entire employee population. This may also include specific benefits such as access to company recreational facilities and the payment of membership fees in private clubs;
- ▶ Provision of credit through low interest or subsidized loans: detailed information on the loan policy should be elicited with particular attention to the purpose of the loan (i.e. housing or personal), amounts which can be borrowed, terms of repayment and renewal, service requirements and rates of interest levied.

2.32 Employer Benefits which should be excluded from quantification in all cases include:

- ▶ Illegal benefits or payments;
- ▶ Training courses provided to staff for work related

reasons;

- ▶ Airline tickets provided by airline companies;
- ▶ Termination payments or indemnities; severance payments;
- ▶ Salary supplements based on seniority or longevity. These are grants in addition to salary, usually paid in a single installment after a fixed number of years, to compensate for long service;
- ▶ Benefits related to pension plans, provident funds and other after-service payments.

2.33 For ease of reference, individual employer benefits which are being quantified in salary calculations should be recorded.

2.34 The data collection team should question each employer on the above areas to determine specific allowances or benefits, the categories of staff which are eligible, the conditions for receipt of the benefit (e.g., number of years of service), the current degree of utilization currently for the eligible staff population and the taxability of allowance or benefit.

2.35 During the interview, the team verifies unofficially obtained information on bonuses and allowances paid separately by an employer (from informal sources such as local staff members, employees of the firm, etc.). Such information should, however, be obtained tactfully and on a voluntary basis from the employer. Only if the employer confirms the existence of such bonuses and allowances and provides details of their amounts and conditions of payment should such information be included in the survey report.

2.36 Information should be collected on employer practice regarding payment of dependency allowances (child, spouse, secondary dependent's allowance), as well as any dependency allowances mandated by government legislation. Such information may include, but is not limited to, monthly or yearly payments to employees in respect of dependents, one-time payments on the birth of a child or on marriage, educational assistance for children's studies (tuition fees, book or uniform fees). Information should also be gathered on employer assistance to cover family member funeral expenses.

Other Conditions of Service

2.37 Information on other conditions of service (i.e., leave provisions, pension/retirement schemes, social security benefits, insurance coverage, etc.) provided by outside employers is used to verify that reasonable overall comparability exists between the conditions of service for United Nations local staff and those working for outside companies. The information is recorded on the section of the questionnaire worksheet relating to general conditions of service.

2.38 General information should also be sought on employer practice regarding overtime and shift differentials.

2.39 In the area of social benefits (medical and dental plans, retirement or pension schemes), it should be sufficient to obtain information on the amount of the employer's and employee's respective contributions and a copy of any information describing the scheme(s). Where such documentation is not available, data should be obtained on the main features of the plans. The information to be obtained in such cases typically includes:

- a) **Medical and dental plans:** Information as to whether the scheme is contributory; and, the maximum reimbursement per insured person; the total number of days of hospitalization per annum (or a maximum amount) for which coverage is provided and the rate of reimbursement for hospital and medical treatment; whether coverage extends to family members;
- b) **Retirement or pension schemes:** information on whether the scheme is contributory and the formula used to compute the retirement benefit and/or the maximum pension which can be earned expressed as a percentage of the salary figure used in the benefit formula (e.g., 50 per cent of the average salary is based on earnings for the highest three years). In many cases a much less complex scheme may be available, such as a provident fund. In all cases, the information to be collected should be of a general or summary nature. The team, however, should ask whether employee contributions to such plans are tax deductible.

Taxation

2.40 As much information as possible concerning tax deductions and rebates should be collected to assist in the analysis of data. These items might include: rental deductions, life insurance premiums, pension schemes,

unemployment insurance, charitable payments, mortgage interest deductions, etc. Information on the average utilization of deductions/rebates by local employees should be obtained from the tax authorities, tax records or official statistical bulletins.

2.41 In instances where the employer advises the team that it does not declare or deduct taxes from its employees' salaries, these salaries can be treated as exempt from taxation *only after confirmation of the tax exempt status is received from the tax authorities.*

Ending the Interview

2.42 The team concludes the interview with the first four points which began the interview. They thank the employer for participating and request permission to follow-up if necessary. The team repeats the commitment to send the employer the results of the salary survey.

Completing Master Questionnaire

2.43 Immediately after each interview with a comparator employer, the members of the survey team should jointly complete a master copy of the survey questionnaire for that employer, taking into account the data gathered by each team member. The master copy of the questionnaire, supplemental worksheets, as well as documentation collected (job descriptions, salary scales, collective agreements, information booklets on social security plans, etc.) complete the file for each employer. The team should have all the elements needed to permit quantification of the various benefits and allowances during Phase III, *Data Analysis*. The team decides which salary figures for each job match should be recorded as the minimum and maximum comparison points to be used in the Data Analysis phase. Agreement should be reached on all issues of factual information.

2.44 Follow-up visits or telephone calls to surveyed employers to clarify elements of the data collected or to supplement data should be made immediately.

2.45 When the master copy of the questionnaire for each employer is completed, the salary team should confirm the accuracy of data by:

- ▶ Checking whether data are broadly compatible with information obtained from the same employer if interviewed during the previous survey and verifying consistency among employers interviewed in the same field;

- ▶ Verifying the information obtained complies with relevant local labour legislation;
- ▶ Verifying the overall consistency of survey data, e.g. the salary ranges for junior, intermediate and senior clerks should reflect a reasonable rate of progression between consecutive levels of responsibility.

2.46 Each member of the survey team should initial the final copy of the Employer Data Form, signifying agreement with its contents. The team is expected to reach consensus on the Master Questionnaire for each employer. If there are conflicting views, the salary survey specialist has the authority to decide what should be recorded on the Master Questionnaire. Team members may attach a brief summary of any dissenting views.

2.47 Once the Master Questionnaire for each employer is completed, all notes and other information obtained from each surveyed employer are returned to the Salary Survey Specialist in the event they are needed again for reference and for archive purposes.

Chapter 3

The Data Analysis Phase

Phase III, *Data Analysis*, has been largely computerized. Since the publication of the original Local Salary Survey Manual, the time and effort required to analyze data and determine salary scales have been reduced by the development of a customized software program that has been used in several rounds of interim and comprehensive surveys. Consistency in the treatment of data has been greatly enhanced. Errors and miscalculations are easier to spot and correct. Nevertheless, it is still important to understand the methodology for deriving the total net salaries for each job in each employer and for selecting the final comparator employers from which the new UN salary scales are developed.

3.1 The *Data Analysis Phase* is divided into two sections. Section One: *Individual Employer Analysis* concentrates on each comparator employer interviewed and the raw data from each Employer Data Collection form developed in *Data Collection*. Through a series of calculations, total net incomes are determined for employer jobs where matches have been established with UN benchmark jobs. Section Two: *All Employer Analysis*, groups on a summary table all the comparator employers and the total net incomes for each job match made into their equivalent UN grade levels. Through an additional series of calculations, the list of original comparator employers interviewed is reduced to the best employers to be retained for comparison with current UN salaries. As noted in Chapter One, all duty stations have now been categorized for employer retention whereby comparison with UN salaries will be made with the best fifteen, ten, seven or five employers surveyed depending upon the category of the duty station. The best-retained employers are used to establish an Overall Weighted Average external salary comparison to current UN salaries.

The Analysis Team

3.2 Often the teams involved with data collection are also responsible for initial data analysis. With automation, data analysis for each employer begins with computer input of data following the employer interview.

3.3 Analysis of *All Employer Data* leading to the selection of the best comparators, computation of the survey data increase and construction of the recommended salary scale take place once all the data collection interviews have

been completed. At this stage, other members of the LSSC may join the salary survey specialist in examining the data.

3.4 Every comparator employer used for the salary survey must meet the specific selection criteria outlined in the *Preparation Phase*. Once again, the salary survey specialist and the participating LSSC review the criteria for selection of comparator employers used in the *Preparation Phase* and verify that all the employers meet these criteria.

SECTION 1: Individual Employer Data Analysis

3.5 Once these criteria are met, all aspects of compensation for each employer job selected against UN benchmark jobs are carefully analyzed to determine total net incomes for each job. The following flow chart illustrates the progression necessary in determining total net income for each job, and the notes that follow provide a general explanation of the methodology involved.

FLOW CHART – DATA ANALYSIS

**Determining
Total Net
Incomes**

<p>Establish Annual Base</p> <p><i>Multiplied by</i></p>	<p>Establish the annual base salaries to be used as minimum and maximum comparison points for each employer.</p> <p>Note 1</p>
<p>Workweek Ratio</p>	<p>Adjust the base salary for each job in each employer for differences in hours of work. (This is a ratio established by dividing the UN common work week by the established employer work week).</p>
<p><i>Equals to</i></p>	<p><i>Example: UN work week 37.5 hours / employer work week 40 hours = ratio of .9375</i></p> <p><i>Employer annual salaries should be adjusted by 93.75%.</i></p> <p>Note 2</p>
<p>Adjusted Base</p> <p><i>Plus</i></p>	<p>Adjust base salary by work week ratio.</p> <p>Bonuses and allowances expressed in terms of base salaries are calculated on the basis of the “Adjusted Base”.</p> <p>Note 2</p>
<p>Taxable Allowances/Benefits</p> <p><i>Equals to</i></p>	<p>Quantify and add the actual taxable allowances and benefits granted by each employer for each job concerned to obtain annual total gross income.</p> <p>Note 3</p>
<p>Total Gross Income</p> <p><i>Minus</i></p>	<p>Add adjusted base salary plus taxable allowances and benefits.</p>
<p>Tax Deduction</p> <p><i>Minus</i></p>	<p>For each employer, calculate the applicable deductions allowable under local taxation at the single income earner level to obtain the annual taxable income.</p>
<p>Tax</p> <p><i>Equals to</i></p>	<p>Apply the amount to be deducted from gross income based upon application of the tax schedule.</p>
<p>Net Income</p> <p><i>Plus</i></p>	<p>Deduct tax from total gross income to obtain net income.</p>
<p>Non-Taxable Benefits</p>	

Establishing the Minimum and Maximum Comparison Points (Note 1)

3.6 **Minimum** If minimum salaries reflect the actual hiring rates used by employers, no adjustment to the minimum data collected is required.

3.7 **Maximum** The maximum comparison point for the purpose of analysis is the top regular step of the employer scale, or the top of the employer range for a particular job. Maximum salaries reported by the comparators must be actual, achievable (rather than theoretical maxima), and should not include additional payments for longevity or long service. It is not necessary to adjust external maximum salary data to reflect the salaries that would be earned after a length of service equivalent to the top UN regular step.

Analysis of Split Matches and Linked Grade Matches

3.8 Where a **split match** occurs (in the case of a UN match with two different employers jobs), a straight (i.e., non-weighted) average should be taken of the minimum and maximum comparison points of the two jobs. In the case of **linked grade** matches with outside jobs where the employee receives an automatic promotion after a specified period of time to a higher grade, the lower of the two minimum points should be taken as the minimum, and the maximum of the higher grade taken as the maximum salary.

Adjustment for Differences in Hours of Work (Note 2)

3.9 Differences in hours of work (i.e., the length of the workweek) between the retained employers and the established common workweek of the local United Nations organizations must be reflected in salary calculations.

3.10 Calculations are based on a straight proportional adjustment to salaries, accounting precisely for the full difference in hours worked. The adjustment is made on an employer-by-employer basis to the base annual gross salaries for each job, as well as to all other bonuses or allowances which are expressed in terms of base salaries, e.g., one month bonus, 5% of base salary as cost-of-living allowance.

3.11 Common workweek hours are used in the analysis of survey data. On rare occasions when common workweek hours have not been established among the local United Nations organizations, a weighted average of the hours of work followed by the various organizations is calculated and used for comparison with outside employers. A longer workweek may be maintained for certain jobs, usually drivers and messengers, both within the UN and/or in outside employers. Any difference in the number of hours per week worked by certain occupations should be reflected in the final salary scale issued by the United Nations.

**Establishing
the Value of
Allowances
(Note 3)**

3.12 Some allowances are expressed as a daily value, e.g. meal or transportation allowances and attendance bonuses. These are converted to an annual value for each retained employer by multiplying the amount by the UN work year of 222 days. Where allowances are expressed as a percentage of base salary, the amounts taken in quantification should be based upon the adjusted base salary after adjustment for hours of work

3.13 Where the amount of the allowance remains essentially unchanged or has steadily increased over the previous few years, the current amount is used. If the amount of the allowance varies significantly from year to year (e.g., profit-sharing bonus), it may not be appropriate to use the current amount. In this case, an average amount over the previous three years is used.

3.14 An average is also used if an allowance, such as profit-sharing, was not paid in the year preceding the survey for reasons extraneous to the comparator's compensation system (e.g., the company did not make a profit), but remains an official part of the employer salary package. In such a case, a zero value for the last year would be included in the calculation of the average.

**Establishing
Monetary
Value of Non-
cash
Quantifiable
Benefits**

3.15 The guidelines given in the case of allowances are also applicable to quantifiable non-cash benefits. Quantifiable non-cash benefits are normally converted into monetary terms on the basis of their cost to the employer rather than market value. Detailed information is solicited from the employer concerning the structure of each benefit to establish its cost basis. For certain benefits provided to the entire employee population, such as recreation facilities, vacation packages and employer-sponsored events, the total cost to the employer for all employees should be divided by the number of employees eligible for the benefit in the comparator's workforce at the locality.

**Adjustment for
Utilization**

3.16 A benefit must be utilized by 75 per cent or more of the eligible staff to be quantified. With 75 to 100 per cent utilization, quantification should be adjusted by the utilization percentage. The monetary value of the benefit is then multiplied by the number of users per annum and divided by the total number of employees eligible for the benefit in the comparator's work force at the locality.

3.17 More detailed guidance on the approach to benefit quantification can be found in *Annex VIII*. Information on the basis of each benefit should be recorded clearly on the

employer questionnaire.

Comparison of Non-quantifiable Benefits

3.18 It is not normally necessary to conduct a detailed review of benefits in this category. The entire employer package of social benefits is compared with that offered by the United Nations. Experience shows that the social benefit package offered by the United Nations tends to be superior to that provided by most comparator employers.

Application of Taxation (Note 4)

3.19 Salaries of United Nations staff are net of taxes, while the salaries (and most allowances) of outside employers are usually subject to taxation. For this reason, survey data on gross or pre-tax salaries and allowances are converted to net terms by applying normal tax regulations to ensure that United Nations employees are in an equivalent after-tax position to employees in the surveyed firms.

3.20 Appropriate local taxes, at the single person rate, are deducted from the taxable annual gross income per job, thus giving annual net income per job. This computation applies to minimum and maximum salaries used for the data analysis. Single person tax rates are applied, since tax benefits relating to spouse and children (e.g. exemptions and deductions) are fully taken into account when establishing the level of the spouse and child allowances (see Chapter V). Any state or local taxes imposed in addition to national tax must also be taken into account, provided that they represent a direct tax on income. The tax levels used should be applicable to the reference month of the survey. If this information is not available, current tax rates are normally be applied.

3.21 In converting taxable income from gross to net, all deductions, exemptions, allowances and rebates normally granted should be taken into account in amounts typical for the category and salary level of employees concerned. The deductions applied may be standard ones, or an average of itemized deductions. Care must be taken to identify those elements that are considered taxable under local legislation as opposed to those that are non-taxable so that when gross salaries are converted to a net basis, the correct taxable base is chosen. This is particularly important for benefits and allowances.

3.22 The “netting down” process can be divided into four steps

Procedure	Example
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1. Determination of Total Gross Salary

Establish annual total gross income by adding taxable allowances and bonus to the basic annual gross salary (adjusted for differences in hours of work) keeping non-taxable allowances and benefits separate, since these will be added later to the annual after-tax-income.

Basic annual gross salary adjusted for hours of work + taxable allowances and bonuses =	30,000 6,000
Annual Total Gross Income	36,000

2. Establishment of Taxable Income

Subtract from annual total gross income any standard exemption and/or deduction (standard or average itemized) as appropriate. Depending on the local tax laws, these deductions may include such items as medical expenses or mortgage interest and compulsory social security contributions (provided the latter are tax deductible).

Standard exemptions	2,500
Itemized deductions	500
Social security contributions	1400
Annual Taxable Income	31,600

3. Computation of Total Tax Payable

Calculate income tax by applying local tax rates, reduced by tax rebates if any. To determine the tax payable, there is usually either a detailed published table where the taxable income and the corresponding tax can be found, or else there is a simple formula for the application of one of several tax brackets.

Income Tax +	7,500
30% of excess of over 30,100	450
Total Tax Payable	7,950

4. Determination of Annual Net Income

Subtract from annual total gross income the total tax payable.

Annual Gross Income –	36,000
Total Tax	7,950
Annual Net Income	28,050

**SECTION 2:
All Employer
Data Analysis**

3.23 The goal of this phase of data analysis is to reduce the list of individual comparator employers interviewed in the *Data Collection Phase* to a representative list of the best local employers on which to base *Salary Scale Construction*. Again, as noted in Chapter One, the criteria for selection of the group of best employers depends upon the category in which the duty station has been classified (providing for retention of either fifteen, ten, seven or five employers) and

Selecting the Best Comparator Employers*

the sectoral representation of the group of final retained employers. The group of employers, which meet both the number required for the duty station's category and the sectoral representation criteria, that provides the highest overall weighted average increase (OWAI) represents the best employers as established by the survey.

3.24 Selecting the best comparator employers is an iterative process, below are the steps that should be follow:

Flow Chart
(Data Analysis Process – All Employer Data)

- A. Consolidate individual employer total net salary data
- B. Eliminate employers with insufficient matches
- C. Enter job and grade weights
- D. Enter current UN minima and maxima
- E. Perform iterative testing of various employer combinations
 1. Select sample of employers (five, seven, ten or fifteen).
 2. Eliminate job data with insufficient matches.
 3. Establish job averages at the minimum.
 4. Establish weighted averages at the minimum for each grade.
 5. Establish job averages at the maximum and complete minimum/maximum span per job.
 6. Compute the weighted average span by grade.
 7. Examine spans by grade to determine if there is a cluster or trend.
 8. Compare survey minimum salaries by grade with UN minimum salaries.
 9. Compute survey maxima salaries.
 10. Compare survey maxima salaries by grade to UN maxima salaries.
 11. Compute average increase by grade.
 12. Establish overall weighted average increase (OWAI).
 13. Determine the final best selection of employers.

3.25 The following information provides a more in-depth look at the process involved in reducing the list of original comparator employers to the final best five/seven/ten/fifteen that will be used to establish new salary scales in the duty station surveyed.

A. Consolidate individual employer total net salary data.

3.26 Using the completed analysis of individual employers, the total net salaries for each employer are consolidated into a summary table to facilitate the selection of the best five/seven/ten/fifteen employers.

B. Eliminate employers with insufficient matches.

3.27 In order to retain an employer in final data analysis, matches must exist for a minimum of one-third of the surveyed benchmark jobs. These benchmark jobs must cover a minimum of one-half of the surveyed grades. Employers not meeting these criteria are eliminated at this stage. Wherever possible, jobs matched should be encumbered by more than one employee.

C. Enter job and grade weights.

3.28 To support data analysis, the job populations for the 15 benchmark jobs are entered on the comparison worksheet. These are taken from the staff inventory compiled during the ***Preparation Phase***. Similarly, the total staff by grade or grade weight should also be entered to support the analysis of maximum salaries and the computation of the overall weighted average increase, i.e., the comparison of survey data to UN salaries.

D. Enter current UN salary minima and maxima.

3.29 On the comparison table, the current UN step 1 and top regular step salaries are entered for all grades to form the basis of comparison with the survey employer data.

E. Perform iterative testing of various employer combinations.

3.30 Different combinations of employers are compared to the current UN scale. To guide selection of the best employers, the ICSC decided that the best employers should represent a cross-section of economic sectors. Among any final combination of employers, a minimum of twenty five percent must be drawn from the public sector when the national civil service is included in the retained employers, or alternately, thirty three percent of the employers retained when it is not. No more than twenty five percent may be drawn from any individual sector of the private sector. A breakdown of economic sectors as defined by ICSC is provided in ***Annex II***.

**Illustration of
Process**

3.31 The following thirteen steps describe the iterative method used to determine the best five/seven employers:

E.1. Select sample of employers.

3.32 Where a comprehensive survey has collected salary data from fifteen or more employers, the number of possible combinations of employers to analyze is very high. To simplify the selection of the best employers, initial focus should be on those employers who provide the highest total net salaries for the job and grades with the greatest UN population or weight. The selection of the best employers is an iterative process in which a cycle of calculations is replicated. Since different combinations of employers result in the retention of different jobs and possibly lead to the clustering of grade spans (to be explained later), it is not possible to apply a simple arithmetic or computerized formula to the selection of the best employers. To determine which set of employers is the best, this process should be repeated until it has been reasonably determined that no other combination of employers provides a higher overall weighted average increase and meets the criteria for economic sector representation.

E.2. Eliminate job data with insufficient matches.

3.33 For the employers selected, job data is excluded where a minimum of fifty percent of the retained employers has not provided a match for a specific job. (*Note: Where a job is the sole job representing a grade, i.e. jobs one and two, it is possible to retain job data with less than fifty percent of the retained employers providing a match.*)

E.3. Establish job averages at the minimum.

3.34 For the employers the average salary at the minimum for each retained job is calculated.

E.4. Establish weighted averages at the minimum for each grade.

3.35 Fifteen survey benchmarks are used to represent the major General Service occupations found in non-Headquarters duty stations. Each survey benchmark has a population of staff. The number of local staff occupying each survey benchmark is recorded in the Inventory of Staff by Job and Grade which the LSSC compiles during the preparation phase. This population reflects the relative importance of each job to the overall category. Similarly, each grade has a population which represents its overall weight or importance to the category. In analyzing employer salary information it is important to reflect UN weights or

population of each benchmark and each grade.

3.36 Weighted average grade minimum salaries are computed using the job populations for each retained benchmark and average job salaries. In the example below, job 3 and job 4 are benchmarks which represent grade G-3. By taking the average outside salaries for these two benchmarks, weighted by the respective benchmark population, the resulting grade average gives greater emphasis to the job with the larger population. For example:

Job No.	Average Salary	Job Population
3	15,000	20
4	18,000	8
$(15,000 \times 20) + (18,000 \times 8) / 28 = 15,857$		

E.5. Establish job averages at the maximum and compute min/max span per job.

3.37 As with minimum salaries, the average outside salary per job should be computed at the maximum. The maximum salary for each job is compared with the minimum salary for the same job to establish the percentage relationship or span which exists between the minimum and the maximum. See following example below for Job 3 and Job 4:

Job No.	Min Salary	Max Salary	% Span
3	15,000	20,000	33
4	18,000	22,000	22
$(20,000/15,000)-1 = 33\%$			

Note: Different Treatment of Maxima Data from Minima Data. Unlike minimum salaries, maxima salary data are examined to establish the average relationship or trend relative to minima salaries. This approach recognizes that a consistent definition or concept exists among employers with respect to minima salaries, (i.e. the hiring rate for a job), but maxima salaries reflect pay and personnel policies which may vary significantly from employer to employer. Therefore, in examining the data for all employers, the objective in the analysis of maxima data is to identify the overall trend present for the retained employers with respect to the average movement from the hiring rate to the attainable maximum.

E.6. Compute the weighted average span by grade.

3.38 In the computation of grade minimum salaries, weighted average spans by grade are established through use of job spans. For example, by using the span computed for job 3 and job 4 and multiplying by the weights for these jobs, the weighted average span for the G-3 grade is 29.9%. This grade span represents the trend for this selection of

employers at this grade for the progression of salaries from the hiring rate to the attainable maximum.

Job No.	% Span	Population
3	33	20
4	22	8
$(33\% \times 20) + (22\% \times 8) = 29.9\%$		

E.7. Examine spans by grade to determine if there is a cluster or trend.

3.39 Working with the weighted average span for each grade, the overall weighted average span for all survey data is then computed. Firstly, the spans-by-grade are examined to determine whether the spans for a majority of grades "cluster" or reflect a trend. In the example given below, grade spans for a given set of employers have been computed. It is obvious that the spans for the G-4 and G-6 grades are anomalous in comparison with the spans for the other grades. The spans for the other grades reflect a trend or cluster. In computing the overall weighted average span for this selection of employers, it would be appropriate to exclude span data for the G-4 and G-6 grades.

Grade	% Span	Weight
G-1	35	5
G-2	28	35
G-3	29.9	28
G-4	10	30
G-5	33	17
G-6	53	12
G-7	30	4
The clustered weighted average span is computed as follows: $(35\% \times 5) + (28\% \times 35) + (29.9\% \times 28) + (33\% \times 17) + (30\% \times 4) / 89 = 30\%$		

E.8. Compare survey minimum salaries by grade with UN minimum salaries.

3.40 With grade minimum salaries computed, the percentage difference between the survey minimum for each grade with the current UN minimum salaries is calculated.

Grade	UN Min	Survey Min	Difference
G-1	9,000	9,500	5.6
G-2	12,000	14,000	16.7
G-3	15,000	18,357	22.4
G-4	20,000	26,200	31.0
G-5	26,000	30,000	15.4
G-6	31,000	32,000	3.2
G-7	38,000	36,500	-3.9

E.9. Compute survey maxima salaries by applying overall weighted average span to the survey minima salaries.

3.41 Once survey minima salaries are computed by grade, and the overall weighted average span is calculated, survey maximum salaries are calculated by applying the weighted average span to each of the survey grade minimum salaries. For example, in the earlier example, a weighted average span of 30% was calculated. This span is now applied to each of the survey minimum salaries to establish the survey maximum salaries.

Grade	Survey Min	30% Span	Survey Max
G-1	9,500		12,350
G-2	14,000		18,200
G-3	18,357		23,864
G-4	26,200		34,060
G-5	30,000		39,000
G-6	32,000		41,600
G-7	36,500		47,450

E.10. Compare survey maxima salaries by grade to UN maxima salaries.

3.42 As with the comparison of survey minima to UN minima, the percentage difference between the survey maxima and the UN maxima is calculated:

Grade	UN Max	Survey Max	% Diff
G-1	12,150	12,350	1.6
G-2	16,200	18,200	12.3
G-3	20,250	23,864	17.8
G-4	27,000	34,060	26.1
G-5	35,100	39,000	11.1
G-6	41,850	41,600	-1.0
G-7	51,300	47,450	-7.5

E.11. Compute average increase by grade.

3.43 With minima and maxima increases now computed, the average increase by grade is established by taking the simple average of the increases at the minima and maxima. For example:

Grade	UN Min	Survey Min	% Diff	UN Max	Survey Max	% Diff	Avg
G-1	9,000	9,500	5.6	12,150	12,350	1.6	3.6
G-2	12,000	14,000	16.7	16,200	18,200	12.3	14.5
G-3	15,000	18,357	22.4	20,250	23,864	17.8	20.1
G-4	20,000	26,200	31.0	27,000	34,060	26.1	28.6
G-5	26,000	30,000	15.4	35,100	39,000	11.1	13.3
G-6	31,000	32,000	3.2	41,850	41,600	-1.0	1.1
G-7	38,000	36,500	-3.9	51,300	47,450	-7.5	-5.7

E.12. Establish overall weighted average increase (OWAI).

3.44 With the average increase now established for each grade, the overall weighted average increase is computed for this set of survey data using grade weights.

Gr	UN Min	Survey Min	% Diff	UN Max	Survey Max	% Diff	Avg	Wt
G-1	9,000	9,500	5.6	12,150	12,350	1.6	3.6	5
G-2	12,000	14,000	16.7	16,200	18,200	12.3	14.5	35
G-3	15,000	18,357	22.4	20,250	23,864	17.8	20.1	28
G-4	20,000	26,200	31.0	27,000	34,060	26.1	28.6	30
G-5	26,000	30,000	15.4	35,100	39,000	11.1	13.3	17
G-6	31,000	32,000	3.2	41,850	41,600	-1.0	1.1	12
G-7	38,000	36,500	-3.9	51,300	47,450	-7.5	-5.7	4

E.13. Determine the Final Selection of Best Employers.

3.45 By testing different employer combinations in groups of five, seven, ten or fifteen depending upon the category of the duty station, it is possible to determine the best overall combination of employers. The OWAI is compared for each different set, and the combination of employers with the highest OWAI is selected. The raw data of best employers are used for establishing the salary scale in Phase IV, ***Salary Scale Construction.***

Chapter 4

The Salary Scale Construction Phase

Immediately following the completion of the *Data Analysis Phase* and the selection of the best employers, the process of creating the actual recommended salary scale begins.

The Importance of a Balanced and Accurate Salary Scale

4.1 Since an official salary scale clearly defines the relationship of every job and staff member to every other job and staff member within the duty station, it is extremely important that the scale be correctly and fairly structured. If the salary scale is well structured, it promotes internal harmony within the General Service category. If it is unfairly structured, it affects attitude and productivity throughout the duty station. The LSSC ensures that their recommended scale reflects external labour market salary trends and that local remuneration for UN staff is fair, given the degree of complexity and skill required for their jobs. This perception of fairness results from a salary scale that has a patterned progression in net salary from one grade to the next. A scale is fair when it has a reasonable structure, and net salaries increase smoothly from the G-1 to the G-7 level as skill requirements and responsibility increase.

4.2 Although, the LSSC strives to recommend the optimal recommended salary scale, it is a difficult task to strike the right balance between current job market trends and UN policies to promote internal equity. The phase of *Salary Scale Construction* is where members of the LSSC deliberate, as they work with external comparator data within the methodology established for UN salary scale construction.

Constructing the Salary Scale

4.3 After successive comprehensive salary surveys and interim revisions, the inconsistencies associated with early UN salary scales have been “smoothed” to the extent that the salary scale construction process is now one of increasing refinement to meet the criteria for balanced and fair scales.

Characteristics of a Balanced Salary Scale

4.4 A recommended salary scale must meet specific criteria to be approved by the responsible agency:

- ▶ Uniform inter-step differentials or within grade spans;

- ▶ A smooth pattern in inter-grade differentials;
- ▶ An overall weighted average increase which varies no more than plus or minus one percentage point of the final raw data survey result of the best five, seven, ten or fifteen employers.

4.5 These criteria ensure that the recommended scale accurately reflects external labour market trends while simultaneously providing an internally consistent and equitable scale of remuneration for UN General Service staff. For example, as a grade salary progresses from minimum to maximum, (or Step one to ten), the value that has been established for each year of experience is remunerated consistently by the same percent increase for each step or within-grade increment (WGI). A consistent pattern in grade differences also ensures that as staff members are promoted from one level to another (G-1 to G-2, G-2 to G-3), the value for each grade promotion progresses in a manner that appropriately reflects increased responsibility. By adhering to a plus or minus one percentage point variance from OWAI, the resulting salary scale reflects local labour market trends.

The G-4 Pivot Point

4.6 The General Service salary scale at the duty station essentially reflects two different labour markets: non-clerical support (G-1 to G-3) and clerical/specialized support positions (G-4 to G-7). In order to create a scale that can accommodate these labour markets simultaneously, salary scale construction starts in the *middle* where these two groups meet at the G-4 level. Construction builds upward from G-4 and provides a consistent rate of salary increase for skilled clerical/secretary and semi professional jobs, and downward from G-4 to create appropriate descending scales for non-clerical support staff.

Smoothing the Data – An Illustration of the Process

4.7 The raw data results in the previous example from the *Data Analysis Phase* show the established OWAI is 16.5%. However, the grade by grade increases range from a high of 31% at the G-4 minimum point to a low of -7.5% at the G-7 maximum point. The survey data in this example, while providing the overall magnitude of increase cannot serve as the direct basis for salary scale construction due to a wide variance in the grade-by-grade survey findings. In addition to this variance, when survey findings are compared to current UN salaries, two other important pieces of information are revealed. First, the salary survey data span is

30 percent while the current UN duty station span for all grades is 35%, leading to lower increases at the maximum compared to the minimum. Further, raw survey data findings indicate that, in general, higher level increases are found for grades G-1 to G-4 than for G-4 to G-7. This pattern of increases indicates that the existing grade increases should be narrowed, thus providing for proportionately higher salary differentials for the grade levels G-1 to G-4 and lower salary increases for grades G-4 to G-7.

4.8 In the process of salary scale construction, the LSSC makes adjustments throughout the scale, until an “as close to perfect” salary scale can be recommended. Several approaches or judgements in the treatment of the data are possible. The process of constructing the salary scale is greatly facilitated by an automated worksheet, which rapidly compares different scale profiles to current salaries.

4.9 The approach to testing different scale profiles uses the G-4 minimum salary as a pivot point. The increase between the current G-4 minimum and a revised G-4 minimum is applied, uniform spans are determined, and a grade differential pattern is set. With a desired structure in place, the overall weighted average of a recommended scale is refined to fall in line with the OWAI of the survey data.

4.10 The following examples illustrate various issues the LSSC often faces while developing an appropriate scale structure.

Judgement 1: Setting the Span

4.11 The recommended salary scale must have a uniform span. When constructing the scale, the LSSC can choose to reflect the survey data span, the current UN General Service salary scale span, or some point between the two positions. In the example, the current span is 35 percent, the survey overall weighted average data span is 30 percent. Of primary importance to the LSSC is the difference between the survey data span and the current General Service scale span. Where a sizable difference exists, i.e., more than 10 percent, the LSSC should construct a scale where the current span more closely reflects the outside market. The entire difference need not be eliminated in one comprehensive survey, however, some movement towards the survey data pattern must take place.

4.12 In this example, the difference is only 5 percent. The LSSC could maintain the current General Service span to achieve a balance in the rate of increase from minimum to maximum within the same grade. By maintaining the current span, the eventual increases in the recommended scale will be the same at the minimum and maximum point for each grade. In making this judgement, the LSSC decides to lower the recommended minimum in order to provide for a higher recommended maximum than would be

supported through survey data.

4.13 Table I illustrates this first step by applying a 35 percent span in salary scale construction and maintaining the current grade differentials and the survey data increase of 31 percent at the G-4 level. This first step results in a recommended scale with an OWAI of 27.10%, well in excess of our survey data findings. *The LSSC must continue considering other types of adjustments to arrive at a WAI of 16.50 percent.*

Table I

Survey Data

	Current Min	Survey Min	% Diff	Current Max	Survey Max	% Diff	Average	Weight
G-1	9,000	9,500	5.56%	12,150	12,350	1.65%	3.60%	5
G-2	12,000	14,000	16.67%	16,200	18,200	12.35%	14.50%	35
G-3	15,000	18,357	22.38%	20,250	23,864	17.85%	20.10%	28
G-4	20,000	26,200	31.00%	27,000	34,060	26.15%	28.60%	30
G-5	26,000	30,000	15.38%	35,100	39,000	11.11%	13.20%	17
G-6	31,000	32,000	3.23%	41,850	41,600	(0.60)%	1.30%	12
G-7	38,000	36,500	(3.95)%	51,300	47,450	(7.50)%	(5.70)%	41
Weighted Average Increase (RAW DATA)							16.50%	131

Recommended Scale

Grades	Current Min.	% Incr (Midpt)	Incr-Gr Diff	Recomm Min	% Diff	Current Max	New Span	Recomm Max	% Diff	Average	Weight
G-1	9,000		33.00%	11,136	23.73%	12,150	35.00%	15034	23.74%	23.70%	5
G-2	12,000		33.00%	14,811	23.43%	16,200	35.00%	19995	23.43%	23.40%	35
G-3	15,000		33.00%	19,699	31.33%	20,250	35.00%	26594	31.33%	31.30%	28
G-4	20,000	31.00%		26,200	31.00%	27,000	35.00%	35370	31.00%	31.00%	30
G-5	26,000		22.00%	31,964	22.94%	35,100	35.00%	43151	22.94%	22.90%	17
G-6	31,000		22.00%	38,996	25.79%	41,850	35.00%	52645	25.79%	25.80%	12
G-7	38,000		22.00%	47,575	25.20%	51,300	35.00%	64226	25.20%	25.20%	4
Weighted Average Increase (RECOMMENDED)							27.10%				131

Judgement #2: Adjusting the Grade Differentials

4.14 The survey data findings show that the lower grade levels G-1 to G-3 should have a higher increase than grade levels G-4 to G-7. As noted earlier, it is usual to find a pattern which supports proportionately higher or lower increases for jobs which fall above or below the G-4 level. This reflects the different nature of external labour markets for non-clerical and office oriented work.

4.15 To adjust the pattern or differential between grades, the LSSC must examine the current percentage difference between grades as measured from step one of the lower grade to step one of the next higher grade. Where the survey results support higher increases for grades below the G-4 level, the grade differentials should be *narrowed* in

relationship to the G-4 grade *thus pulling up the salaries for the lower grades*. Similarly where lower increases are warranted from survey data results for the higher grade levels, the grade differentials proceeding upward from G-4 should be narrowed *thus pulling down the salaries for the upper grade levels*.

4.16 For example, to provide higher increases for levels G-1 to G-3, narrower grade differentials (currently at 33 percent from G-1 to G-4, and 22 percent from G-4 to G-7) need to be implemented. In this case, the LSSC decides to slightly adjust the differentials G-1 to G-4 to 30 percent, while maintaining 22 percent grade differentials from G-4 to G-7.

4.17 If the current span is maintained at 35 percent an adjustment at the minimum salary is required to compensate for the wider span. In this case, the LSSC adjusts the G-4 minimum point by revising the survey data increase of 31 percent to 25 percent (Table II). The resulting salary structure, with a new pattern of grade differentials and a lower increase at the G-4 pivot point, provides for an OWAI of 22.90 percent. This result is still in excess of the 16.5 percent survey data finding.

Table II**Survey Data**

	Current Min	Survey Min	% Diff	Current Max	Survey Max	% Diff	Average	Weight
G-1	9,000	9,500	5.56%	12,150	12,350	1.65%	3.60%	5
G-2	12,000	14,000	16.67%	16,200	18,200	12.35%	14.50%	35
G-3	15,000	18,357	22.38%	20,250	23,864	17.85%	20.10%	28
G-4	20,000	26,200	31.00%	27,000	34,060	26.15%	28.60%	30
G-5	26,000	30,000	15.38%	35,100	39,000	11.11%	13.20%	17
G-6	31,000	32,000	3.23%	41,850	41,600	(0.60)%	1.30%	12
G-7	38,000	36,500	(3.95)%	51,300	47,450	(7.50)%	(5.70)%	41
Weighted Average Increase (RAW DATA)							16.50%	131

Recommended Scale

Grades	Current Min.	% Incr (Midpt)	Incr-Gr Diff	Recomm Min	% Diff	Current Max	New Span	Recomm Max	% Diff	Average	Weight
G-1	9,000		30.00%	11,379	26.43%	12,150	35.00%	15,362	26.40%	26.40%	5
G-2	12,000		30.00%	14,793	23.27%	16,200	35.00%	19,971	23.30%	23.30%	35
G-3	15,000		30.00%	19,231	28.21%	20,250	35.00%	25,962	28.20%	28.20%	28
G-4	20,000	25.00%		25,000	25.00%	27,000	35.00%	33,750	25.00%	25.00%	30
G-5	26,000		20.00%	30,000	15.38%	35,100	35.00%	40,500	15.40%	15.40%	17
G-6	31,000		20.00%	36,000	16.13%	41,850	35.00%	48,600	16.10%	16.10%	12
G-7	38,000		20.00%	43,200	13.68%	51,300	35.00%	58,320	13.70%	13.70%	4
Weighted Average Increase (RECOMMENDED)							22.90%				131

Judgement #3: Refining the Scale Profile

4.18 At this point the LSSC must decide whether further adjustments to grade differentials are warranted, or whether the established pattern is desirable and adjustments should now be made in the level of increase at each grade to refine the OWAI to correspond to the new survey data OWAI. The LSSC, in this example, decides to maintain the revised grade differential pattern and to adjust the overall scale by lowering the increase at the pivot point of G-4 to 18.5 percent.

4.19 By applying an 18.5 percent increase at G-4 (Table III), revised inter-grade differential patterns and a uniform span of 35%, the recommended scale provides for an OWAI of 16.50%, *identical to the survey finding*. The recommended scale shown below now passes all three tests which have been established for construction of a salary scale: uniform spans, patterned grade differentials, and an OWAI +/-1 percent of raw data findings. If the LSSC agrees that salary scale is both internally equitable and broadly reflective of external labour market trends, the members recommend this revised salary scale for approval and implementation.

Table III

Survey Data

	Current Min	Survey Min	% Diff	Current Max	Survey Max	% Diff	Average	Weight
G-1	9,000	9,500	5.56%	12,150	12,350	1.65%	3.60%	5
G-2	12,000	14,000	16.67%	16,200	18,200	12.35%	14.50%	35
G-3	15,000	18,357	22.38%	20,250	23,864	17.85%	20.10%	28
G-4	20,000	26,200	31.00%	27,000	34,060	26.15%	28.60%	30
G-5	26,000	30,000	15.38%	35,100	39,000	11.11%	13.20%	17
G-6	31,000	32,000	3.23%	41,850	41,600	(0.60)%	1.30%	12
G-7	38,000	36,500	(3.95)%	51,300	47,450	(7.50)%	(5.70)%	41
Weighted Average Increase (RAW DATA)							16.50%	131

Recommended Scale

Grades	Current Min.	% Incr (Midpt)	Incr-Gr Diff	Recomm Min	% Diff	Current Max	New Span	Recomm Max	% Diff	Average	Weight
G-1	9,000		30.00%	10,788	19.87%	12,150	35.00%	14,564	19.87%	19.90%	5
G-2	12,000		30.00%	14,024	16.87%	16,200	35.00%	18,932	16.86%	16.80%	35
G-3	15,000		30.00%	18,231	21.54%	20,250	35.00%	24,612	21.54%	21.50%	28
G-4	20,000	18.50%		23,700	18.50%	27,000	35.00%	31,995	18.50%	18.50%	30
G-5	26,000		20.00%	28,440	9.38%	35,100	35.00%	38,394	9.38%	9.30%	17
G-6	31,000		20.00%	34,128	10.09%	41,850	35.00%	46,073	10.09%	10.00%	12
G-7	38,000		20.00%	40,954	7.77%	51,300	35.00%	55,288	7.77%	7.70%	4
Weighted Average Increase (RECOMMENDED)							16.50%				131

Interrelating the Grade Overlap

4.20 In practice, the choice of the inter-grade differentials, the grade spans, the number of steps and the extent of the overlap are all interrelated.

4.21 Grade overlap is now examined to ensure that the value of the highest step in each grade falls neither too low nor too high in the next higher grade. For an acceptable overlap, the top step of one grade should generally fall around Step 3 or Step 4 of the next higher grade. An overlap beyond the mid-step of the next grade should normally be avoided.

Computation of Non- Pensionable Components

4.22 A final step in the *Salary scale construction phase* is to determine whether a non-pensionable component of net base salary should be introduced, revised or withdrawn. Non-pensionable components exist in the United Nations common system because gross pensionable remuneration is derived from net salary. As part of the *Data analysis phase*, employer benefits and allowances which are not part of pensionable remuneration *have been included* in the calculation of total net salaries. While it is a primary objective of the salary survey process to fully reflect benefits and allowances in the computation of net salaries, it *would not* be appropriate for a significant number of non-pensionable employer benefits to be used in the determination of United Nations pensionable remuneration.

4.23 Since pensionability of allowances and benefits varies significantly from employer to employer, the ICSC has decided in 1997 to revise the criteria for inclusion of allowances in the pensionable net salary. ICSC has decided that the following cash allowances should be in all instances whether taxable or non-taxable, treated as pensionable:

- (a) Additional months salary;
- (b) Profit sharing payments;
- (c) Housing-related allowances;
- (d) Performance payments;
- (e) Bonuses;
- (f) Food-related allowances;
- (g) Cost-of-living allowances.

All other allowances and benefits provided in-kind should be treated as non-pensionable.

4.24 To support the examination of non-pensionable allowances and benefits as part of total net salaries, a non-pensionable component worksheet has been developed. Non-pensionable allowances and benefits are examined at

the G-4 level using benchmark jobs 5, 6 and 7. For retained employers with matches for these jobs, non-pensionable allowances and benefits are totaled, at the minimum, and compared as an average percentage to total net salaries.

4.25 When the resulting percentage is less than 10 percent, no non-pensionable component is established. Where the resulting percentage exceeds 10 percent, a non-pensionable component should be established. There is no longer a minimum threshold for creation of the non-pensionable component. In no case, however, should the non-pensionable component exceed 20 percent. Non-pensionable components are capped at this level.

4.26 Once the LSSC is satisfied that the recommended salary scale meets the necessary criteria for revised net salaries from G-1 to G-7, the members calculate dependency and language allowances before submitting the entire package to the Headquarters of the designated agency for review.

Chapter 5

Establishment of Dependency, Language and Other Allowances and Charges

The United Nations provides allowances to its General Service staff in addition to salary to meet several purposes. Up to five basic allowances may be established or revised as a result of a comprehensive salary survey: child allowance, spouse allowance, secondary dependant allowance, language allowance and funeral allowance. A General Service staff member's eligibility for a specific allowance is determined on an individual basis according to established criteria.

5.1 In addition to these basic allowances, some duty stations have established charges to be paid by local staff who utilize the UN provided transport.

5.2 During the *Data collection phase* of the comprehensive salary survey, information on any and all allowances offered by comparator employers is gathered. In order to complete the survey, the LSSC analyzes and calculates the value of allowances offered by comparator employers for family dependents. The LSSC determines what amount, if any is paid for a dependant under local legislation and factors in the value of any tax abatements available under local tax provisions.

Family Dependents

5.3 The UN examines the possibility of establishing three types of allowances for family dependents:

- ▶ Spouse
- ▶ Child
- ▶ Secondary

5.4 In considering these allowances, the LSSC ascertains whether they are set by reference to local practice based on tax abatement, given as a "social benefit" through local legislation, and/or created by direct payment of comparator employers. If these allowances are subject to income tax, the net equivalents are used in calculations.

Net Mid-Point of the Salary Scale

5.5 For the UN, the reference point for analysis of dependency benefits is the arithmetic midpoint of the recommended General Service salary scale. The data analysis team calculates the net midpoint based upon the lowest step (G-1, Step I) and the highest step (G-7 top step including all long service or longevity steps, but excluding EGS levels). The retained comparators are examined for the jobs matched at the mid-grade (G-4 level or benchmark jobs 5, 6, 7). If the employer has not provided matches at the G-4 level, benefits offered to employees at the G-5 level should be taken into account.

Calculating Spouse Allowance

5.6 Spouse allowance is created where supported by local practice, therefore, there is *no guaranteed minimum* or floor amount established by the UN for a dependent spouse allowance.

5.7 To calculate spouse allowance, the LSSC computes the *taxes* paid at the midpoint of the recommended salary scale at the single level and at the married level with no children. To find this figure, the LSSC calculates the gross midpoint of the net midpoint of the salary scale by entering the tax code and net midpoint onto the computer worksheet. The computer program automatically calculates the gross midpoint. With the gross midpoint established, taxation is applied again to the gross amount.

5.8 The difference between the tax paid as a single individual and a married individual without children is the tax abatement for the dependent spouse. Note that for retained comparator employers which are exempt from national income tax, such as other international organizations, the tax abatement is zero, since the employees enjoy a tax exempt status.

5.9 Once the tax abatement for a spouse is computed, the LSSC examines the allowances offered by the five/seven/ten/fifteen retained comparators, the *average* of any government allowances available to dependent spouses at this level of salary, and the *average* tax abatement. The LSSC averages the sum of the tax abatements, government subsidies, and allowances provided by the five/seven/ten/fifteen retained comparator employers to calculate the spouse allowance to be provided by the UN.

Calculating Child Allowance

5.10 Within the UN system, the child allowance functions as a social benefit available to all eligible staff regardless of local practice. To that end, the UN has established a minimum or floor amount for the child allowance. In 1997 the ICSC revised this floor amount to *2.5 percent of the net midpoint* of the General Service salary scale. Where local practice exceeds this floor amount, the higher amount serves as the basis for the child allowance.

5.11 Not unlike spouse allowance, where local practice supports the creation of child allowance, the amount is determined by *averaging*:

- ▶ All payments related to children made by the comparator employers retained for data analysis;
- ▶ Amounts paid for dependent children by the government according to existing legislation and
- ▶ Tax abatements for dependent children.

5.12 There are several steps involved in determining the average value of child benefits for the five/seven/ten/fifteen retained comparator employers. The LSSC computes the tax abatement for the dependent children. The net salary of an individual who is married with one dependant and is compared to the net salary of a married individual with no dependent children. The resulting difference represents the tax savings or the tax abatement for the first dependent child. Since the UN pays child allowance up to a maximum of six children, the LSSC also computes any tax abatement for a second child, by again applying the tax abatement for a married individual with two children, and comparing this resulting figure to the salary that had been established for a married individual with one child. As more and more exemptions are applied progressively, the employee's taxable income falls into a lower tax bracket. The tax saving per dependant lessens as the number of dependents increases. It is necessary to compute the amount of the tax abatement for each of the six possible dependent children in order to arrive at the *average* tax savings to be used as the amount of tax abatement.

5.13 After the average tax abatement has been computed, other child-related benefits offered in the locality are calculated. The summary information in Part III of the employer data collection form prepared during the *Data collection phase*, lists all child benefits or child-related allowances provided by each of the retained employers. Some child-related payments may be payable only once or for a limited number of years. For example:

Birth Bonus. This bonus is divided by 18 to establish its annualized value. (*Note: UN dependency benefits are paid from birth through 18 years old, unless a child pursues a program of post-secondary education.*)

School Allowances. For allowances such as school fees paid in support of education, the annual school fee for 12 years of primary and secondary education is averaged over the 18 years for which the UN pays child allowances.

5.14 Once the various child allowances offered by all the retained comparators are averaged, all the information needed to calculate the average outside child benefit is available.

Example Calculating the Outside Child Benefits

	Emp B	Emp C	Emp D	Emp E	Emp G
Employer	200	0	450	300	600
Allowances					
Govt. Allowances	534	534	534	534	534
Tax Abatement	914	914	914	914	0*
TOTAL	1648	1448	1898	1748	1434
Avg Outside Practice					1575
* Salaries of employer G are tax-exempt					

5.15 The final figure for child allowances based on local practice is compared to the UN floor amount of 2.5 per cent of the net midpoint of the recommended General Service salary scale. In the majority of duty stations, the 2.5 per cent floor amount exceeds outside practice. The LSSC recommends the higher figure (either the floor amount or local practice) as the basis for the revised child allowance.

Calculating Secondary Dependent Allowance

5.16 As with the spouse allowance, there is no guaranteed minimum floor amount established by the UN for a secondary dependant allowance. If there is local tax abatement available for secondary dependents, the legally allowable exemptions are calculated in the same way the spouse allowance is calculated, using the net General Service midpoint as a starting point. Any allowance provided by comparator employers should be taken into account as well as tax abatements.

5.17 Secondary dependant allowances are rarely created. Very few tax codes offer specially identified abatements for secondary dependents, and employers generally do not provide special allowances for secondary dependents either.

Calculating Language Allowance

5.18 The UN, as a matter of policy, pays each General Service staff member an allowance for proven knowledge of a second or third official language. This language allowance is based on 5 percent of the G-5, Step I level of the salary scale. The amount is revised at each scale revision. Fifty percent of this amount is paid for the knowledge of a third official language. Payment of language allowance is granted upon certification through the established UN language examination. For continued payment, re-certification may be required by individual agencies in the duty station to confirm ongoing proficiency.

Calculating Funeral Allowance

5.19 Recent comprehensive salary surveys have indicated that comparator employers in some countries provide financial assistance to employees in the event of the death of a dependent child or spouse, and in some cases, the death of parents or siblings. The UN now creates a funeral allowance to be paid to staff members in the event of death of a dependent if the grant is offered by at least *three of five or four of seven, six of ten or eight of fifteen retained comparator employers*. Where different amounts are established for the death of a child, spouse, dependent parent or sibling, the UN funeral allowance is also established with varying dependency situations.

Important Note: *No funeral allowance may be established for the death of a staff member. Such assistance is provided through the established provisions governing death grants.*

Calculating Charge for UN-provided Transport

5.20 The LSSC always reviews special UN benefits, which are offered in the locality with respect to transport. In some locations, due to difficulties in commuting, UN agencies provide a transport service (at management discretion) for the locally recruited UN staff. In analyzing comparator data, all employer benefits including transport are included in the computation of outside net salaries. Where UN-provided transport exists, a fair charge to the staff member must be levied for this benefit. As some staff members may have their own transport or work irregular hours, only those using the service are charged a transport fee.

5.21 Transport charges should reflect the average transport allowances quantified in the retained comparators. If there are no transport allowances paid by comparators, a fair market charge should be established for the UN transport benefit. This fair market charge is usually based on an average taxi fare from the UN premises to a typical staff neighborhood, divided by four occupants of the taxi. The one-way fare is doubled to establish a daily round-trip charge. The daily

amount is multiplied by the 222 working days of the UN work year to establish an annual amount. The annual amount is divided by 12 to establish a direct monthly charge which is deducted monthly from the payroll for every staff member who takes advantage of this arrangement. A cost-based approach can also be used by management in determining an appropriate transportation fee.

Implementation of New/Revised Allowances

5.22 New or revised dependency allowances become effective on the same date as the revised salary scale.

5.23 If an existing dependency allowance becomes redundant or is reduced because local practice no longer supports such payments, staff in receipt of the allowance continue to receive the higher amount while staff hired after the promulgation date of the revised scale receive the new, lower amount.

Chapter 6

The Finalization and Approval Phase

Once the survey data have been analyzed at the field level, a tentative salary scale constructed and allowances calculated, the survey enters the final process of review and approval. This process is carried out partly at the field level and partly at Headquarters. The LSSC reviews the survey findings and submits its conclusions and recommendations to Headquarters in a report. Headquarters of the designated agency reviews the report and formalizes its recommendations (including a proposed salary scale and effective date) to the responsible agency. Following final approval of the scale, which includes the establishment of United Nations gross and net salaries, the scale is formally issued and the respective parties are informed. The salary survey specialist plays an important role at all stages of this process.

Review by the Local Salary Survey Committee

6.1 The review should comprise a careful examination of the salary survey exercise to ensure compliance at all steps with the methodology and proper balance in the findings. The salary survey specialist assists the LSSC in this process.

6.2 Representatives at the senior level from each organization who are accountable for the management of the different UN organizations at the field level must be informed and actively involved in a matter as critical as the determination of local salary levels.

6.3 Those who conduct data collection and analysis attend the review of the LSSC and provide a joint oral report on:

- Employers surveyed and retained, specifying any changes in relation to the previous survey;
- Jobs retained for analysis;
- Findings on job matching, with special focus on any changes from previous surveys;
- Major changes regarding fringe benefits and fringe benefit quantification;
- Survey results by grade and level before and after construction of salary scale;
- Recommended salary scale and its main characteristics (e.g., span and inter-grade differentials);
- Amounts of allowances;
- Any other changes in relation to the previous survey

Report and Submission to Headquarters

- and any deviations from the approved methodology;
- Any difficulties encountered in the survey.

6.4 The LSSC reviews each of the main points described above, seeking clarification as required, and modifying the recommendations of the survey team(s) as necessary to achieve a technically sound result consistent with the methodology.

6.5 The purpose of this step is to finalize and report on the findings of the salary survey at the field level to Headquarters of the designated agency. This step is important to ensure effective field-Headquarters communication and to expedite final review and approval. A standard format for the report is given in *Annex X*. The report should contain the following elements:

- Comprehensive Salary Survey Summary Form (CForm) duly signed by LSSC members, the survey narrative highlighting departures from previous surveys, particularly concerning employers surveyed and retained, jobs retained, job matches, and fringe benefits; reasons for elimination of employers and/or jobs; special conditions prevailing in the economy or in the labour market; problems encountered; potential implications of the survey for internal personnel matters; information on non-salaried elements of remuneration and other conditions of service, effective date, proposed interim survey frequency and other issues
- Local staff inventory noted against the list of standard UN survey benchmarks
- Summary of job matches
- Employer Benefit summary
- Non-pensionable component worksheet
- Dependency allowance worksheet
- Tax forms and tables
- Employer data collection form, forms, worksheets and employer scales, including data pertaining to employers or jobs not retained in final analysis
- Best employer worksheet and analysis
- Proposed salary scale with profile of current and recommended scales
- Summary of social security provisions, leave and other conditions of work

6.6 After formal endorsement by the LSSC, the report is submitted to the Headquarters of the designated agency submits the report. The report should reflect consensus

agreements by the participants in the LSSC. If a consensus is not reached among the members of the Committee, the different points of view should be reflected in the report. Any divergence of views between the Committee and the salary survey specialist should be reflected in a separate document submitted by the survey specialist to the LSSC and to the Headquarters of the designated agency. The LSSC should have an opportunity to submit its views on any point of the specialist's submission and vice versa.

Review by Headquarters of Designated Agency

6.7 At this point, both the designated agency and responsible agency are involved in the review and approval of the salary survey results. The salary survey specialist facilitates the review and approval process by providing firsthand knowledge of the survey exercise.

6.8 The appropriate unit at the Headquarters of the designated agency reviews the survey report, focusing on any departures from previous surveys (employers, jobs surveyed, job matches, fringe benefits, etc.). Special attention is also paid to issues of non-consensus at the field level (including differences of opinion, if any, with the salary survey specialist).

6.9 If the data or analysis is found to be incomplete or in question, Headquarters requests the field office to submit additional information. Since this invariably delays approval of the survey results, the survey must be conducted and analyzed at the field level according to the guidelines set forth in this manual and the report submitted from the field must be complete.

6.10 After reviewing the data and analysis, the designated agency either confirms the survey results as submitted, or proposes appropriate modifications. It then reviews the recommended salary scale, and proposes modifications if required. A similar review takes place for the other recommended allowances and the interim adjustment procedure.

Review by Headquarters of Responsible Agency

6.11 The designated agency provides a copy of the survey report to the responsible agency and reports to it on the salient features of the survey. The report to, and subsequent review by, the responsible agency concentrates on any major departures from previous surveys, overall compliance with the methodology, problems encountered and recommended scale, allowances and interim adjustment procedure. A standard format for this report is given in *Annex X*. It also serves as the basis for the report back to the field office on

the survey results. The review also focuses on any points where the designated agency has disagreed with, or modified the recommendations of the LSSC. The responsible agency may also request that additional data or explanations be provided.

6.12 In completing its review, the responsible agency may introduce modifications to the survey results, which it considers justified, resulting in the approval of results different from those recommended by the LSSC. The responsible agency informs the LSSC of the reasons for the changes but is not expected to consult with the LSSC or request LSSC agreement.

6.13 The review concludes with the approval by the responsible agency of the salary scale and other allowances.

Setting the Effective Date of Revised Salaries

6.14 When the salary scale is approved, the date on which the new salary scale goes into effect is established by the responsible agency. In 1997 the ICSC has modified the basis for determination of the effective date of a revised salary scale. The effective date should now be established on the basis of the reference date of the salary survey data collection. For example, for a survey where the data has been collected from employers in September, the revised salary scale should come into effect from the first of September. Retroactivity in the effective date of a scale prior to the reference month of the survey should not be considered.

Issuance of Salary Scale

6.15 With the approval of the salary scale, other allowances and the effective date, the United Nations formally issues the revised salary scale. This is the official notification to all organizations of the United Nations common system that revised salary levels should be applied.

6.16 In 1994, a revised salary scale format for General Service salaries was introduced. This format provides additional information and refines the presentation of salaries.

6.17 UN salary scale contains the following elements:

- Name of the duty station;
- Effective Date of the salary scale;
- Currency of denomination of the salary scale (usually local currency)
- Rate of exchange (36-month average) used to determine gross salaries from the net salaries;
- Annual salaries expressed as: Gross, Gross

- Pensionable, Total Net, Net Pensionable, Nonpensionable Component (see Glossary);
- Amount of allowances (dependency and language allowances, funeral allowance, if any);
- Number of the scale revision (numbering in chronological order for each duty station);
- Month in which scale is issued;
- Common work week at duty station, i.e., hours of work upon which the scale is based (including differences in hours of work for certain occupations/grades);
- Transport charge, where applicable.

6.18 In *Annex X* a sample of the revised salary scale format is provided with explanatory information. Current scales are available on the UN Salaries and Allowances website (http://www.un.org/Depts/OHRM/salaries_allowances/index.html)

Report from the Duty Station to Comparator Employers

6.19 The final step in completing the survey process is the preparation of a brief summary of the survey results to be provided to the comparator employers who co-operated in the survey. This short report (see *Annex XI*) is compiled at the field level by the designated agency, as soon as Headquarters has approved the survey results and forwarded its report to the field.

6.20 The purpose of the report to employers is twofold. It thanks the employer for participating in the survey and makes the exchange of salary information a mutual and ongoing process. Employers appreciate receiving survey findings, and even expect this, in return for their participation. By reporting to comparators on the survey, it makes it easier to seek future information for the periodic monitoring of employer salaries. Care must be taken to protect the confidentiality of the data of the various employers surveyed.

6.21 The report should be sent to all employers surveyed, including those who were not retained in the final analysis of data. For an employer whose salary data were analyzed, but not retained in the final analysis, the standard report applies.

6.22 Each individual employer receives the completed employer questionnaire and analysis worksheet for that employer revealing only the employer code to the concerned employer.

**United Nations
Gross and
Gross
Pensionable
Salaries**

6.23 All employers included in data analysis receive:

- summary tables on benefits and allowances;
- summary tables reflecting the local labour market profile, and
- the revised United Nations salary scale

6.24 For other employers whose salary data were not analyzed (because of insufficient job matches, lack of a systematic approach to salaries, etc.), the standard report is not sent. A short letter thanking the employer for cooperating and a copy of the United Nations scale is provided.

6.27 This step is not related to the salary survey itself nor to local conditions of service. United Nations gross and gross pensionable salaries are determined at the end of the approval process to complete the salary scale to be issued to all organizations. Gross salaries are calculated at Headquarters.

6.28 The salary survey results in a scale of net salaries. Gross and gross pensionable salaries are then derived from those net salaries (less any non-pensionable amount for gross pensionable salaries), according to a staff assessment scale approved by ICSC and applicable to locally-recruited staff at all duty stations. This scale is subject to adjustment from time to time. In applying the formula, net salaries (excluding non-pensionable component for gross pensionable salaries, if any) are converted into US dollars according to an exchange rate, which is the average of the 36-month period preceding the effective date of the scale. The gross and gross pensionable salaries resulting from the application of the formula are then converted back into local currency using the same average exchange rate.

6.29 Gross and gross pensionable salaries, being derived from net salaries, are adjusted whenever a new salary scale is issued.

PART II - The Interim Adjustment

Chapter 7 The Mini Salary Survey

Comprehensive salary surveys normally take place in four-year cycles and are used to identify the best employers in the local labour market, establish precise reference points within these employers for United Nations benchmark jobs and identify allowances and benefits paid in addition to base salaries. The best five, seven ten or fifteen employers retained for final data analysis now represent the labour market against which duty station salaries are established until the following comprehensive salary survey. The mini-salary survey allows for interim adjustments that closely follow the periodic salary adjustment of the best retained comparator employers. The timing of local employer cycles of adjustment is recorded by the data collection team on the employer questionnaire: Salaries, Allowances and Other Benefits, in order to track and respond to the latest changes in the labour market and to schedule interim adjustments for local UN salaries.

7.1 The development of an automated data analysis system and other refinements in the data collection process has facilitated the quick and thorough updating of comprehensive salary survey information for each of the five/seven/ten/fifteen retained comparator employers. Therefore, the shortcut method of “spot checking” used for interim adjustments is rarely used. The mini-salary survey methodology allows for quick, accurate and complete measurement of the movement of salaries in the best retained employers by processing newly collected information through refined computer applications. Even in countries characterized by rapid salary movement and where more than one interim adjustment per year is the norm, it is both possible and desirable to conduct full mini salary surveys for each interim revision.

Difference Between Comprehensive and Interim Salary Surveys

7.2 Mini-surveys are intended to update *specific reference points* established during the comprehensive survey. Therefore, while conducting the mini-survey, the LSSC *does not*:

- ▶ introduce new comparator employers
- ▶ change job matches
- ▶ change quantification formulae for benefits

- ▶ change reference points for minimum salaries
- ▶ modify span or grade differentials
- ▶ alter UN job or grade weights even though the population of UN standard benchmarks and grades may have changed. This ensures that salary reference points established in the comprehensive salary survey are constant throughout the interim period and facilitates data collection
- ▶ compare UN salaries directly with comparators= salaries

7.3 Appropriateness of matching or the quantification of allowances are not discussed at this time. All these issues must be resolved at the time of the comprehensive salary survey. Any issues arising during the interim period regarding the accuracy of job matching or benefit quantification are recorded and discussed at the *next* comprehensive salary survey.

Inclusion of New Cash Allowances in Interim Salary Surveys

7.4 The purpose of interim salary surveys is to update the salary and benefit structure established at the latest comprehensive salary survey. Employers sometimes introduce changes to this structure by adding new cash allowances between comprehensive salary surveys. These can be considered for inclusion during interim salary surveys if:

- ▶ the new cash allowances are clearly documented and came into effect after the last comprehensive salary survey
- ▶ the new cash allowances have clearly defined eligibility criteria for employer grade levels matched to UN jobs at the last comprehensive salary survey, where all employer staff within these grade levels receive this cash allowance.

7.5 New allowances not considered for inclusion during interim salary surveys if:

- ▶ the allowances existed at the time of the latest comprehensive but were overlooked and/or not quantified
- ▶ the allowances are in-kind benefits which require quantification to determine their values. Benefit quantification is performed during comprehensive salary surveys only.

Frequency of Mini-Surveys

7.6 Frequency of mini-surveys is based on local practice for salary revision among retained comparators. UN interim salary surveys follow the same periodicity. Usually interim salary surveys take place once a year following the pattern of local comparator revisions.

Preparing for the Survey

7.7 Mini-surveys follow the same four-step approach outlined for conducting a comprehensive salary survey: preparation, data collection, data analysis and promulgation of a revised salary scale.

7.8 The Local Salary Survey Committee monitors the best five, seven, ten or fifteen retained comparators, to determine if salary adjustments predicted during the comprehensive salary survey have actually taken place. Once it has been determined that the comparators have adjusted their salary scales, the designated agency in the duty station convenes the LSSC to request approval from Headquarters of the designated agency to conduct a mini-survey. *Headquarters' authorization is required prior to conducting a mini-survey.*

7.9 The LSSC formally approaches the retained comparators to request their participation in a mini-survey. They assure employers again of confidentiality and future exchange of salary information. The LSSC collects updated information about taxation to be applied in the analysis of the revised salary and benefit data. The LSSC establishes a data collection team, usually drawn from data collectors who participated in the comprehensive salary survey. This team is provided with complete records from the comprehensive salary survey in order to familiarize themselves with the comparator organization structure and comparison points.

Collecting Data

7.10 In conducting employer interviews with the five/seven/ten/fifteen retained comparator employers, it is the objective of the mini-survey to update comparison points established at the time of comprehensive salary survey. Salary data for all comparator grades for which UN job matches have been established should be updated. As in the comprehensive salary survey, it is extremely important to obtain updated copies of employer salary scales.

Important Note: Analysis of salary data for interim adjustments to salary scales is carried out only at the minimum or hiring rate. It is not mandatory to collect salary data for maxima salaries, however if this information is available, the LSSC is requested to update maxima data as well.

7.11 Salary data recorded for revised or updated minima must reflect the actual updated changes implemented by employer for hiring rates. This is best confirmed through official copies of updated comparator salary scales.

7.12 The data collection team reviews each allowance and benefit identified at time of the comprehensive salary survey and updates related benefit values as provided by the employer. Allowances and benefits that have been variable over a period of years are updated based upon the *average of the last three years*. Benefits that are not utilized by 100 per cent of the eligible staff in the company should maintain same utilization percentage as established at the time of the comprehensive salary survey.

7.13 Quantification of in-kind benefits should be clearly documented and be consistent with the structure established in the comprehensive salary survey. For example, updating the value of a company-provided car should clearly reflect the basis for revaluing the price of this car and related benefits, such as gas, insurance and maintenance costs. The data collection team should document its interview with the comparator employer through completion of the same employer questionnaire used in the comprehensive salary survey found in *Annex V*. These formats should be available from the documentation of the comprehensive salary survey.

Analyzing Data

7.14 With data collected from the best five, seven, ten or fifteen comparator employers, it is necessary to arrive at *revised total net salaries* at the *minima* for each of the benchmark jobs where comparisons had been established during the comprehensive salary survey. Total net salaries for each of the comparator employers should be aggregated on the analysis worksheet developed for the mini-survey. With the data for the employers assembled, the updated average minimum salary for each benchmark job is established.

7.15 The data analysis is usually done by the United Nations. In order to conduct the analysis, the LSSC should provide:

- ▶ employer Salary Scales and other employer documentation concerning revisions in salaries, allowances and benefits;
- ▶ updated documentation on national taxation used in data analysis;

Movement in Averages

7.16 The purpose of the mini-survey is to assess the general movement in salary for the best five/seven/ten/fifteen comparator employers since the time of the previous survey. The salary data collected in the mini-survey is compared *only* with previous salaries from the same comparators and *not* with the current UN salary scale at the duty station. The purpose of the mini-survey is to measure movement in *average* salaries, not movement against the UN salary scale.

7.17 During the comprehensive salary survey, the process of computing the survey involved smoothing and adjusting salary data with respect to grade differentials and spans. This process established an internally equitable scale and reflected external labour market trends. The sole purpose of interim adjustment is to reflect measured movement in the labour market. To ensure that this movement is accurately measured, it is necessary to compare the *raw* updated job salaries for the comparator employer to the *old raw data* job salaries. The process requires comparison of the new average job salary to the raw, old average job salary as recorded in the previous survey. With this percentage movement computed for each benchmark job, and by using the job weights from the comprehensive salary survey, it is possible to compute movement by grade, and finally, using grade weights from the comprehensive salary survey, it is possible to compute overall average movement in salaries for the mini-survey.

Exclusion of Comparator Employers

7.18 In the period between comprehensive salary surveys it may be necessary to exclude data from one of the comparator employers. Exclusion of a comparator employer from an interim survey is usually for one of three reasons:

- ▶ the comparator is no longer willing to participate in the survey; or
- ▶ the comparator has ceased operations and is no longer present in the duty station
- ▶ the comparator has significantly restructured its compensation plan or job structure which makes reference to the comparison points established during the comprehensive survey difficult.

Constructing the Salary Scale

7.19 The fact that a comparator employer has not revised salaries and/or allowances since the previous review or is perceived as non-competitive while other comparators have revised salaries is *not* sufficient justification for exclusion from the interim survey. When an employer is excluded from a mini-survey the LSSC must adjust data from the previous comprehensive survey accordingly.

7.20 If the mini-survey must exclude salary data for a comparator, the LSSC must exclude previous data from that comparator from the interim calculations to ensure a consistent basis for comparison. If the mini-survey is based only on four employers, the comparison of the average for these four remaining employers is made only to the *previous computed average* for the same four comparator employers.

7.21 During data analysis, the overall weighted average movement in salaries is computed and represents an average percentage increase in salaries for the retained employers. In the comprehensive salary survey, the goal in salary scale construction was to meet both the internal needs of the UN community in terms of an equitable distribution of pay and reflect the trends in the external labour market. The mini-survey is focused *exclusively* on measuring movement in salaries in the external market. The results from the mini-survey are applied uniformly across-the-board to the existing UN salary structure. No changes in span or grade differentials are considered in conjunction with an interim adjustment.

Allowances

7.22 In constructing a recommended salary scale resulting in an across-the-board increase in salaries, dependency allowances are updated as they were established during the comprehensive salary survey. In the majority of duty stations, child allowance is established and updated on the basis of 2.5 percent of the mid point of the General Service salary scale. (See *Part I, Chapter 5* for precise procedures on computation.)

7.23 Where a spouse allowance has been established for the duty station, the LSSC should collect updated information on both tax abatements and employer benefits available for dependent spouses. The LSSC applies the same procedures as specified in same section on allowances for the computation of a revised spouse allowance.

7.24 As with the spouse allowance, a secondary dependent allowance should be updated according to tax abatement and employer benefit information supporting this allowance.

7.25 The language allowance should be updated on the basis of 5% of the revised G-5 step I. The allowance for the second language should also be revised.

7.26 If a funeral allowance for the duty station has been established to be paid to a staff member in the event of death of a recognized dependent, the LSSC should play close attention to collecting specific information from each comparator which supported the original creation of funeral allowances. The LSSC should update computation of funeral allowance based on revised practice of comparator employers as measured in the mini-survey and report the current average support provided for funeral expenses by the comparators.

7.27 In duty stations where the UN provides transport for staff to and from the office, a transport charge for this benefit should have been established at time of comprehensive salary survey. Revision to this charge should be based on the weighted average movement in salaries for the General Service category to the charge as established at the time of the comprehensive salary survey.

Effective Date

7.28 As with the comprehensive salary survey, the effective date of salary adjustments following a mini-survey is based upon the reference month of data collection for the mini-survey. Mini-surveys should take place as close as possible to the date of revision of comparator salaries in order to ensure that UN salaries are adjusted a timely manner. Only by rapid, efficient adjustment will UN salaries remain highly competitive.

PART III – Special Measures

Chapter 8 **Alternative Approaches**

The principles set out in this manual governing the establishment and revision of local salaries for non-Headquarters duty stations have been developed in recognition of exceptional circumstances that require a flexible approach. Special measures can only be implemented in critical circumstances where acute economic distress has occurred or long-term economic/social instability has prevailed. The experience gained over the last twelve years has led to significant refinements in these procedures. The expertise developed both at Headquarters and in field offices, in the application of the methodology has led to its successful application in the vast majority of duty stations.

8.1 It is recognized that extreme conditions may develop where it is necessary to apply exceptional measures in the maintenance of local salaries. It is important for LSSCs to understand that the application of special measures does not imply the suspension of the normal methodology for establishing salaries. Special measures, when applied, take place as a *parallel and supplemental process* to the ongoing application of the normal methodology.

8.2 As with the standard methodology, significant experience has been gained in the application of special measures. Headquarters of designated and responsible agencies have extensive case studies of a range of special measures that have been applied to address extreme economic and social conditions ranging from rapid inflation through situations where active hostilities have broken out.

8.3 Even with this experience, it is important to understand that each instance where special measures are applied is unique. LSSCs have a major responsibility for monitoring and reporting in detail any conditions in the duty station which serve as the basis for assessment of special measures. Before the LSSC embarks on developing a proposal for special measures, guidance from the Headquarters of the designated agency must be sought. The designated agency in turn must also consult with the responsible agency, as any special measure can only be approved by the responsible agency.

Conditions Where Special Measures can be Considered

8.4 Conditions that support the application of special measures fall broadly into two categories: acute economic distress and long term economic/social instability. Specific situations within these categories include rapid inflation following significant devaluation, civil unrest or warfare and labour markets with extremely limited employer activity. In each situation, as a first step, the LSSC reports in detail the actions being taken by the currently retained comparator employers. It has been found that in the majority of instances solutions to difficult economic conditions can be found in the approaches taken by employers in the local labour market. With detailed reporting by the LSSC of actions being taken by employers, it is usually possible to quickly adjust national staff salaries to reflect these actions and maintain stability in compensation.

8.5 Finally, it is most important to understand that the application of special measures cannot fully insulate national staff from the prevailing economic and social conditions in the duty station. The remedial assistance provided by special measures is intended to provide partial stability in compensation. Fundamentally, local salaries remain based on prevailing conditions in the local labour market. Special measures offer partial and temporary relief during periods of extreme volatility.

Options for Special Measures

Payments in Convertible Currency

8.6 During periods of economic volatility LSSCs often request on an exceptional basis, that national staff salaries be denominated and paid in convertible currency, usually US dollars. The HR Network has drawn up specific guidelines which govern payments to national staff in currencies other than the local currency. Proposals by LSSCs to provide full or partial payments to national staff in convertible currency must meet these two criteria:

- The majority of retained comparator employers provide full or partial payments to national staff in convertible currency;
- It is legal practice under applicable national regulations for nationals to receive convertible currency as direct payments from employers.

8.7 In presenting proposals for payment in convertible currency, the LSSCs should provide specific information on comparator employer practice with particular attention to:

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- the amount provided in convertible currency;
 - the method by which this amount is computed (i.e., the exchange rate used by the employer in establishing the convertible currency amount and its local currency equivalent);
 - the staff groups eligible to receive the convertible currency;
 - the conditions which govern payment of the convertible currency (e.g., requirements for travel by the staff member outside the country to receive the payment);
 - the percentage utilization of the benefit by eligible staff;
 - the modality of convertible currency payments (i.e., through local or offshore bank deposits, cheques or in cash).

8.8 With respect to documentation required on national regulations, the LSSC should provide actual copies of the applicable regulations with translations if necessary. For convertible currency payments to be approved, the national regulations must permit in-country payments in currencies other than the local currency to nationals.

8.9 Where these criteria are met, the usual approach is to establish a non-pensionable supplement to the local salary scale which reflects the average salary component paid by comparators in convertible currency. Where convertible currency makes up a majority of the payments made by the retained comparators, the local salary scale is denominated in convertible currency with the non-pensionable supplement established in local currency reflecting the balance or remaining proportion of salaries.

8.10 In some cases payments in convertible currency do not represent an ongoing feature of comparators' payment practices but rather annual one-time events. Where this situation exists, the United Nations salary scale remains fully denominated in local currency with authorization provided to make a one-time annual payment in convertible currency using the prevailing UN operational rate of exchange at the time of the payment. The amount to be converted is based upon the average percentage provided by comparator employers.

8.11 In all cases where authorized convertible currency payments are made to national staff, approval by the United Nations Controller must be obtained by the responsible agency. The modality of payment to national staff is either

through direct deposit in locally established convertible currency accounts or through convertible currency denominated cheques drawn on local bank accounts maintained by UN agencies. *In no cases are convertible currency payments made in cash.*

8.12 Payments to national staff in convertible currency are temporary in nature and are reviewed on a regular basis. The LSSC must continue to monitor and report on both the prevailing comparator employer practice and the governing national regulations. Failure of the LSSC to provide updated information at the time of periodic reviews will lead to a suspension of convertible currency payments.

Non-pensionable Bonuses Following Significant Devaluation and Hyper-inflation

8.13 In situations where volatile economic conditions occur it may exceptionally be necessary to provide short-term assistance pending the completion of a comprehensive or interim salary survey. These situations usually arise in conjunction with rapid inflation preceded by significant devaluation of local currencies.

8.14 There is no fixed formula for the computation of bonuses to be paid in response to hyper-inflationary conditions. For special measure consideration, it is typically expected that a rapid or immediate devaluation of the local currency by 100 percent or more has occurred followed by local price inflation of 50 percent or more within a one or two month period.

8.15 When these situations arise, the response by the comparator employers may not be immediate or constant. Comparator employers themselves require time to assess volatile and often confusing economic situations. The objective of special measures during periods of hyperinflation is to anticipate the eventual response of the comparators, provide a short term remedial relief to partially stabilize salaries and to permit a thorough assessment by the LSSC of the comparator response.

8.16 It is typical in such circumstances to approve a short-term non-pensionable bonus. The bonus amount is not intended to provide full protection of local staff purchasing power but rather to anticipate the eventual revision in salaries by the retained comparator employers. In presenting a proposal for special measures following a significant devaluation and hyperinflation, the LSSC must report to the

extent possible, on developments taking place in the comparator employers. While all comparators may not have implemented revisions, proposed adjustments may be pending and some comparators may have taken rapid action to approve exceptional bonuses or advances.

8.17 A non-pensionable bonus may not accurately reflect the eventual adjustments made by the comparators. Such non-pensionable bonuses are usually approved for a period of three months. Non-pensionable bonuses are recommended by the LSSC to the Headquarters of the designated agency where a decision is taken on the recommendation. Following the approval of the bonus, the LSSC must complete a full interim salary survey. With approval of a salary scale revision based upon the interim survey results, the non-pensionable bonus is suspended. Bonus payments made after the effective date of the revised salary scale will be recovered against payment of the scale revision.

Adjustments for Limited Labour Markets

8.18 A range of labour market conditions exists across the duty stations covered by the non-Headquarters methodology. Criteria that govern employer selection and retention are broadly written to apply to the majority of duty stations.

8.19 In a small minority of countries, labour market conditions have not evolved to support a wide selection of long-standing employers in a range of economic sectors. In such cases, the LSSC, at the time of a comprehensive salary survey, may recommend that salaries be based on employers which may not fully meet the criteria established for employer selection/retention.

8.20 It may be necessary to retain employers with fewer than twenty employees in positions comparable to UN benchmarks. It may be necessary to retain more than two employers from the same economic sector among the final best five employers, drawn from the same economic sector. It may be necessary to retain an employer that has not been established in the locality for at least five years. Finally, in extremely rare instances, it may be necessary to base the comparison of outside labour market conditions on fewer than five local employers. Decisions on each of these issues are taken by the responsible agency on the advice of the designated agency and the LSSC.

8.21 It is always the responsibility of the LSSC to provide detailed justification for the exceptional measures requested. The primary criteria for selecting employers for final retention are a structured approach to compensation setting and reliable job matching.

8.22 In cases where labour market conditions are limited and it is necessary to retain employers which do not fully meet the retention criteria or to retain fewer than five employers, the LSSC has a special responsibility to monitor the changing labour market conditions closely. The arrival of new employers meeting the criteria for selection and providing a broader basis for referencing UN salaries should be reported. It is typical for duty stations with limited labour markets to schedule comprehensive salary surveys on an accelerated basis, usually on an eighteen to twenty-four month cycle. Accelerated comprehensive salary surveys ensure that the most recent changes in the labour market are captured thus ensuring that local UN salaries are current and reflect methodology criteria.

Family Expenditure Surveys in Response to Civil Unrest and the Breakdown of the Labour Market

8.23 Due to the nature of the work of the United Nations system, it is often necessary for the UN to maintain effective operations in very difficult and hostile conditions. Where warfare has broken out most, if not all, labour market activity ceases. In such situations, special measures aim to provide relative stability in salaries through extremely volatile social and economic conditions.

8.24 As with all special measure circumstances, as a first step, the LSSC reports on the situation of comparator employers. Have the comparators maintained operations or closed? Where the comparators have closed, have they instituted any procedures for paying their staff during this period or has most of the staff been terminated? Comparators often close and do not provide any useful reference for the maintenance of salaries during special measure circumstances.

8.25 In these cases it is unlikely for accurate statistics to be available to measure local cost of living. It is therefore necessary for the LSSC to construct a simple mechanism for measuring local cost of living: a local Family Expenditure Survey (FES). The LSSC establishes a baseline to measure future cost of living movement by examining the typical pattern of expenditures for local staff across several

categories of expenditure.

8.26 To organize the local FES, the LSSC determines the “notional family budget”. This family budget is based on the monthly salary of a middle-grade General Service staff member (G-4 or G-5) including dependency allowances for an average family size. This amount is used as the total amount available for apportioning monthly expenditures. With the budget computed, the LSSC develops an initial breakdown of expenditures into six categories:

- 1) Food
- 2) Hygiene Products
- 3) Housing
- 4) Transportation
- 5) Clothing
- 6) Miscellaneous

8.27 Specific items are identified for each category and the monthly consumption amount specified. The unit prices for each item are confirmed by visits to local markets frequented by national staff. A locally based internationally recruited staff member should participate in the pricing survey. For clothing, the annual clothing expenditures should be estimated with the annual amount divided by twelve.

8.28 The purpose of the expenditure survey is to identify the most significant items consumed by the average staff member in order to appropriately track price movement. With the FES baseline data, it is possible on a periodic basis, usually every two to three months, to re-price the items included in the original survey and calculate the price movement for the same basket of items. In addition to data on commodity prices collected directly from local markets, the LSSC further documents price movement by including commodity cost data often collected by WFP on basic food commodities.

8.29 This approach is not intended to address the issue of “adequacy” of existing salaries. Use of current salary levels as a budget ceiling ensures that the survey relates to current levels of compensation. The family expenditure data serves to partly stabilize purchasing power during periods of civil unrest. On the basis of the measured average movement in prices, a non-pensionable bonus equal to 80 percent of the movement is implemented

8.30 This special measure option is used *extremely* rarely and only after the complete collapse of the labour market. Establishing and updating cost of living bonuses based upon the FES data is approved usually for periods of six months. LSSC must report any labour market developments, which facilitate a return to the normal methodology. Once it is possible to re-establish references again against local employers, costs of living bonuses are frozen at the established level pending labour market data, which would support further increases in pay.

8.31 The special measure options outlined above have evolved based upon experience gained in addressing difficult local circumstances issues faced by field offices. Other options may be developed as new problems and issues are encountered. The summary information provided here is intended to generally guide LSSCs concerning the conditions where special measures are applied and the types of measures which are in use.

8.32 Conditions where special measures are warranted vary greatly from place to place. The LSSC must contact the Headquarters of the designated agency for guidance concerning the approach to be taken in each specific situation that arises.

APPENDIX

The National Officer Category

A.1 From its formal inception in 1980, conditions of service for the National Professional Officer category have been established on the basis of the Flemming Principle. The methodology applied in the assessment of local labour market conditions has been the same as for the General Service category in Non-Headquarters duty stations. The International Civil Service Commission has reviewed the application of the Non-Headquarters methodology to the establishment of conditions of service for National Officers in 1987, 1994 and 1997 and has reaffirmed the validity on these occasions of the methodology for this category.

A.2 In the conduct of salary surveys for the National Officer category, Local Salary Survey Committees must keep in mind that the analysis of local labour market conditions is a distinct process from the assessment of conditions prevailing for the General Service category. Therefore while the principles and procedures are the same, at each stage of the survey process, it is necessary to ensure that appropriate attention is given to condition to the application of the methodology specifically to National Officers. This appendix provides guidance in the application of the methodology tailored to this category.

The Preparation Phase

A.3 Comprehensive salary surveys for the National Officer category are conducted in tandem with surveys for the General Service category. To a large extent, competitive employers selected for participation in the survey should be equally valid for both categories. There are instances however where some employers which may be included in the salary survey to provide information on General Service equivalent positions which will not be applicable for the National Officer category. These employers often utilize to a far greater extent than the United Nations system expatriate personnel for functions at the Professional level. Therefore, while it may be possible to establish job matches across a range of grades and occupations to retain these employers in data analysis for the General Service category, the absence of equivalent positions encumbered by national staff may result in insufficient data for inclusion of these employers in the analysis of National Officer conditions.

A.4 In preparation for the survey, Local Salary Survey Committees should enquire from prospective employers information related to the number of national personnel engaged in *both* professional and support functions to ensure that the list of employers to be surveyed is sufficiently broad to ensure adequate collection of data for both categories. Local Committees should add employers to the proposed list of comparators where necessary to provide a sufficient basis for the analysis of National Officer conditions.

A.5 The criteria applicable to the selection of employers, provided in Chapter One, apply equally for the National Officer category.

A.6 With respect to the collection of information on national taxation, special attention should be given to the collection of information pertaining to the taxability of benefits. Compensation packages for positions equivalent to National Officers often include to a much greater extent the provision of in-kind benefits. Tax regulations in many countries often provide specific provisions for the taxability of such benefits. In the analysis of in-kind benefits it will be necessary to ensure that these benefits are appropriately taxed in establishing the net value for inclusion in total net salaries.

A.7 As with the General Service category, comparisons with outside employers for the National Officer category are established through a comparison of jobs. These comparisons are primarily established through analysis of employer occupational structures in the Administrative and Finance occupations. To ensure that the comparisons are consistent, an assessment of employer structures for substantive occupations is also conducted. In presenting the list of benchmark jobs, four levels of professional work should be included corresponding the National Officer levels A through D. Guidance for the actual job matching process is provided under the paragraphs related to Data Collection. The Local Committee should include all National Officer posts in the compilation of the staff inventory. As with the General Service category, for grades where there are no incumbents, a notional weight of 0.5 should be recorded.

The Data Collection Phase

A.8 The collection of data during employer interviews is carried out as an integrated process. Each phase of the employer interview should collect information pertinent to the employer as a whole. Differences in personnel and pay policies, which exist within the employer for different

categories of staff, should be carefully recorded. Sometimes an employer will have a different approach with respect to the establishment of executive/professional compensation from the policies which apply to support occupations. In particular the periodicity of review and the resulting effective dates of salary structures may vary. This is especially true in employers which utilize collective bargaining for the establishment of salaries for non-exempt or unionized positions.

A.9 With respect to the job matching process, the same four-step approach is applied for the National Officer category as described in Chapter Two. In fact, as noted above, the collection of information on organizational structure and job content is carried out in an integrated manner. During the collection of data related to the Finance and Administrative occupations, detailed information is collected from the highest levels in the employer to the most junior. As the information on the structure of the employer is recorded, the distinction between executive/professional functions and support functions emerges clearly. To establish comparisons with corresponding National Officer levels, the following grade level matching guidelines have been developed:

For the NO-A Level

1. Structural Counterpart: Entry-level working Professional;
2. Primary Content Feature: Applies basic principles in either support or substantive activity, work is subject to close and continuing higher level content review;
3. Progression: entry-level position beyond trainee level;
4. Qualifications: university/advanced training with limited professional experience.

For the NO-B Level

1. Structural Counterpart: full working level professional;
2. Primary Content Feature: Applies basic principles of the occupational specialization with limited on-going supervision;
3. Progression: promotion from entry-level, reflecting working level proficiency;
4. Qualifications: university/advanced training plus a minimum of three years of professional experience.

For the NO-C Level

1. Structural Counterpart: full working level professional with sub-specialization;
2. Primary Content Feature: Works independently within sub-specialty, provides advice which is generally considered technical sound;
3. Progression: significant specialization with some managerial responsibility for subordinate professionals;
4. Qualifications: university/advanced training and six or more years of experience, or second level advanced degree or professional certification with substantive professional experience.

For the NO-D Level

1. Structural Counterpart: First managerial level with subordinate professionals working in occupational teams/sub-specializations;
2. Primary Content Feature: Directs the work of subordinate professionals, provides authoritative advice in specialized field of central importance to the organization;
3. Progression: reflects significant specialization and/or managerial responsibilities;

4. Qualifications: university/advanced training and ten or more years of experience or second level advanced degree/professional certification with extended professional experience.

A.10 After completion of the collection of job/occupational information for the Finance and Administrative area, data should be collected for two or more substantive areas of the employer to provide a basis for confirming the cross-occupational consistency of the job matches established for National Officer equivalent positions. At the conclusion of the data collection, it should be possible to prepare a table illustrating broadly the breakdown of the employer structure where ascending levels of professional responsibility across a range of the organization's activities. National Officer matches are established only through the NO-D level. However data should be generally available on managerial levels which exist *above* the NO- D equivalent to ensure that higher level management positions have not been included in the National Officer comparisons. Management levels encumbered by expatriates should also be noted.

A.11 With respect to data on allowances and benefits offered in addition to base salaries, the guidelines in Chapter Two and Annex VIII are fully applicable. Due to the generally more extensive presence of in-kind benefits as part of executive compensation, particular attention must be given to collecting information on the degree of employee utilization of such benefits. Quantification of in-kind benefits must be adjusted on the basis of employer data on utilization to ensure that the value accurately reflects the cost to the employer for providing these benefits.

The Data Analysis Phase

A.12 Analysis of individual employer data with respect to the National Officer category is carried out using the same steps as applied to data collected for General Service positions as described in Chapter Three, Section One.

A.13 The selection of the best five, seven, ten or fifteen comparator employers for the National Officer category also uses the same steps as described in Chapter Three, Section Two. The criteria established for employer retention with respect to the sectoral representation should be applied consistently.

The Salary Scale Construction Phase

A.14 For National Officers, the data collected from all employers is reviewed separately from the General Service data. The selection of the best employers is a distinct process which focuses on the identification of the best five, seven, ten or fifteen employers for National Officer equivalent positions. *It is possible to retain a different set of best employers for the final comparison of outside average National Officer salaries from the group selected for comparison with General Service salaries.* There should however exist a high correlation between the employers retained in final analysis for the two categories.

A.15 With the selection of the best comparator employers completed, the construction of the recommended National Officer salary scale again follows the same procedures as applied to the General Service Category. Typically it begins by applying a recommended increase to the National Officer A level. From this point, salaries for levels B through D are constructed through application of progressive grade differentials which reflect broadly the progression of salaries found in the retained employers and which provide for an internally equitable progression.

A.16 While the process of analyzing average salary data for the General Service and National Officer categories is carried out separately. As a final step in the construction of the recommended National Officer salary scale, the percentage difference between the recommended G-7 level and the NO-A should be examined. This differential should fall broadly within the pattern observed between the higher General Service grade levels. It is not uncommon for the differential between G-7 and NO-A to reflect a narrower difference than that which exists between other grade levels. Recommended salary scales which reflect a significantly wider difference between G-7 and NO-A than that which has been recommended for the higher General Service grades should be fully explained in the report of the comprehensive survey submitted by the Local Salary Survey Committee.

A.17 The computation of the non-pensionable component for the National Officer salary scale is based upon an analysis of employer data retained for the NO-B level. Again the same criteria are applied in this analysis as have been established for General Service salaries. Non-pensionable benefits included in total net salaries should represent an amount on average greater than ten percent. The maximum non-pensionable component cap of twenty percent applies equally to National Officer salaries.

Establishment of Allowances and Charges

A.18 There is no separate calculation of dependency allowances for the National Officer category. Allowances calculated for dependent children, spouse and secondary dependent as part of the analysis of data for the General Service category are applied to the National Officer salary scale without adjustment. Equally, provision of funeral allowances should be made for National Officer staff on the same basis as applied for the General Service category where employer data supports the creation of this allowance.

A.19 Payment of language allowance is not applicable to the National Officer category.

A.20 Charges for UN-provided transport should be applied equally to National Officer staff which utilize this benefit.

The Finalization and Approval Phase

A.21 The report presented by the Local Salary Survey Committee on the recommendations from the comprehensive salary survey should include all the same data for the National Officer category as presented for the General Service category. The review carried out by the Headquarters of the Designated and Responsible Agencies includes both the recommendations pertaining to the General Service Category and the National Officer category.

A.22 Establishment of the effective date for the revised National Officer salary scale is governed by the same criteria as applied for the General Service Category. The reference month of the data collection serves as the basis for the effective date. Therefore where data collection for the General Service and National Officer categories is carried out concurrently, the same effective date for the revised salary scales should be forthcoming.

Interim Adjustments

A.23 All procedures provided in Chapter Seven for the conduct of mini salary surveys between comprehensive salary surveys are fully applicable to the updating of National Officer salaries. Even where comprehensive salary surveys have established different effective dates for General Service and National Officer salaries, every effort should be made to carry out mini salary surveys on the basis of the same periodicity. This will not only simplify the administrative processing of mini-salary surveys but will avoid possible friction in the duty station between the two categories regarding the pace and timing of salary revisions.

Special Measures

A.24 Where volatile economic or social conditions take place, these usually affect equally both categories of staff. The guidelines provided in Chapter Eight concerning alternative approaches in addressing unusual and volatile labour market conditions are applied to all.

A.25 Only in one area is there a need to apply special measures for National Officers which is unique. In selected duty stations with very limited labour markets it is at times not possible to collect sufficient external information to provide a reliable basis for the establishment of National Officer salaries. Where such a paucity of data exists, National Officer salaries are established on a provisional basis based upon an extrapolation from the General Service salary scale.

A.26 When provisional National Officer salaries are established, the progression of salaries between the G-6 and G-7 level is usually continued for the establishment of the NO-A level salaries. Salaries for subsequent National Officer levels are typically set through applying a constant fifteen percent grade differential in the extrapolation.

A.27 Where provisional National Officer salaries have been established, Local Salary Survey Committees are requested to monitor changing labour market conditions closely. As the entry of new employers into the market occurs which will support an outside reference for National Officer salaries, an accelerated comprehensive salary survey may be scheduled to replace the provisional structure with a scale based upon actual labour market conditions.

A.28 Provisional National Officer salaries are updated in conjunction with interim reviews of the General Service salary scale with the same level of increase applied to the provisional National Officer scale as has been approved for the General Service category.

Glossary

Allowance. Normally a cash amount paid by an employer at regular intervals as part of a compensation package for given groups of staff, such as cash allowances for housing or transportation. See also *Benefit, Conditions of Service and Salary*.

Base salary. The part of the salary, usually appearing in salary scales or ranges, varying with the classification of the job and steps, if any, to which allowances and other forms of regular payments are added to form the salary.

Benchmark job. An internal UN job description reflecting a typical set of occupational functions for a particular grade and level, used as a reference point to which jobs in externally surveyed employers can be compared.

Benefit. A compensation element, which may vary both in value and in the timing of payment. Benefits, which are not normally cash payments, may be sub-divided into:
Quantifiable benefits - such as meals provided at discounted prices to which a value can be attributed; *Non-quantifiable benefits* - such as leave, retirement benefits, disability insurance, life insurance, medical insurance plans, etc., to which a value cannot easily be assigned and which, therefore, lend themselves to comparison on the basis of *benefit provisions*. (See below.)

Benefit cost. The cost of providing a given benefit per staff member, usually expressed as an annual sum of money or as a percentage of salary. Analysis of benefit cost usually takes into account any employer/employee cost-sharing formula.

Benefit provisions. The result of applying the features of a benefit plan to staff members, e.g., the formula and eligibility criteria of a savings plan.

Bilingual (job). A job requiring the knowledge of two working languages in the regular execution of daily responsibilities. Usually the languages recognized are official working languages of the United Nations, but may include in some cases a language which is the *lingua franca* in the duty station but not a UN working language (See also *lingua franca*).

Common classification standards. Standards approved by the International Civil Service Commission for the classification of posts within a given category for a particular group of duty stations. In the context of salary surveys in non-headquarters duty stations, common classification standards support the selection and verification of salary survey benchmarks.

Comparator employer. A local business enterprise or public institution selected to serve as an outside reference to determine appropriate salaries, allowances and benefits for locally recruited UN staff.

Conditions of service. The total of *salary, allowances and benefits* paid to employees which are normally regarded as falling into three broad categories: (a) Cash, quantifiable (salary and allowances); (b) Non-cash, quantifiable (quantifiable benefits); (c) Non-cash, non-quantifiable (non-quantifiable benefits). These categories do not include intangible work-related aspects such as security of tenure, career

development and prospects for promotion.

Date – effective. The date from which a new or revised UN salary scale is paid, established in connection with the date of the latest revision of comparator scales. **Reference:** the date upon which the collection of salary data is fixed. **Implementation:** the date upon which designated and responsible agencies approve and announce a new or revised salary scale.

Designated agency. An organization of the United Nations common system designated by the Administrative Committee on Coordination as being formally responsible for conducting salary surveys at a given duty station. See also *responsible agency*.

Established office. An office or an organization of the United Nations common system which has a formal and established post structure, as opposed to an office with a post structure dependent on financing from project or other temporary funds.

Fair market value. Estimated *market value* (See below.)

Gross pensionable salary. Derived through application of staff assessment to net pensionable salaries. Basis for determining Pension Fund contributions under Article 25 of UNJSPF Regulations and for determining pension benefits.

Gross salary. Part of salary that is derived through the application of staff assessment to total net salaries. Established for purposes of separation payments and as the basis for calculating tax reimbursements wherever UN salaries are taxed.

In-kind. A benefit provided by an employer in the form of a product or service rather than a cash amount.

Incumbent. The present occupant of a post.

Interim adjustment. An adjustment to a UN salary scale taking place between comprehensive salary surveys according to an approved approach determined at the time of the comprehensive survey.

Inter-grade differential. The difference between the salary level of one grade and the next higher grade, expressed as a percentage at the entry step of each grade.

Inter-step differential. The difference between the salary level of one step in a grade and the next step in the same grade expressed as a percentage at the first step of the grade.

Job A position or a group of positions which are identical with respect to their major or significant tasks (See also *job series, occupational group*).

Job match. An external comparator employer's job or set of jobs with equivalent work content set in a similar office structure to a UN *benchmark job*.

Job series. A grouping of jobs with similar tasks but reflecting different levels of responsibility.

Lingua franca. The official language in common use for government, commercial and social activities in a duty station.

Linked grade match. A UN job match made with an external employer where the outside salary range covers more than one established grade level.

Example: A UN G-4 secretary post is compared with a secretarial post in an employer where the initial salary rate begins with the minimum of one employer grade or level but the salary progresses automatically to the next higher grade or level with no change in job content or formal promotion required.

Longevity step. See *salary step*.

Marginal tax rates. The incremental difference in the rates of taxation between income brackets in an income tax schedule.

Market value. Monetary worth of an employer benefit to an employee based on current local prices and open market conditions.

Master questionnaire. Compilation of salary and benefit data gathered from each external comparator used by UN data collection teams and salary survey specialist during Phase II: *Data Collection*.

Match. See *job match*.

Maximum Salary. The highest attainable salary within a specified salary grade or range for a particular job. The attainment of the maximum salary should be in the context of a normal career progression and does not represent a payment for long service or longevity.

Midpoint. (of the salary scale) The arithmetic average of the lowest net salary and the highest net salary, excluding EGS levels, but including any longevity steps which are on the published salary scale.

Minimum salary. Specified hiring rate

for a survey benchmark job. (This rate may be different from minimum salary listed on employer salary scale). Provided that minimum salaries reflect the actual hiring rates utilized by employers, no adjustment to the minimum data collected should be required.

Net pensionable salary. Part of salary used to derive the gross pensionable salary. It is the total net salary less the non-pensionable component.

Non-pensionable component. A fundamental part of compensation reflecting local market practices in which a significant portion of local pay is non-taxable.

Occupational group. A grouping of jobs performing broadly related types of work, usually associated with specific occupations or professions.

Official holidays. Those days which are recognized and observed in the duty station by the Government and a majority of commercial establishments as days when an employee is not required to work.

OWAI. Overall weighted average salary increases.

Pensionable allowance. An allowance which is included with the base salary in the calculation of pension benefits/contributions.

Periodic adjustment. See *interim adjustment*.

Personnel system. The established system of rules and procedures which governs recruitment, compensation, promotion and other aspects of conditions of service within a company

or organization.

Responsible agency. Two organizations (the UN and World Health Organization) have responsibility for final determination of the local salary scales applicable at given duty stations.

Salary. A payment made at regular intervals, usually weekly or monthly, which relates to compensation for the level and type of work performed. Salary is usually paid in the form of cash but may be partly non-cash, i.e., paid "in kind".

Salary step (salary increment).

(a) *Regular:* A pre-determined salary increase (usually a small addition given at periodic intervals within the same grade), based either on merit appraisal or on continuing service.

(b) *Longevity:* A salary increase (normally within the same grade and usually in the form of a fixed amount at each grade) not necessarily granted with the same periodicity as regular steps, which recognizes long service in a grade level.

Salary survey specialist. A person who is experienced in salary survey techniques, and who is appointed by the *designated agency* to coordinate comprehensive salary surveys. The specialist has delegated authority to make "on the spot" decisions about technical matters concerning the conduct of the survey. He/she guides the Local Salary Survey Committee in data collection and analysis, and in the initial construction of salary scales that will be recommended for consideration by the *designated agency*.

Sector of (economic) activity. Part of a system of economic activity within a country or region, based on the type of

products and services produced. The salary survey methodology identifies eight major sectors : a) Finance and banking; b) Commerce (including retail and wholesale); c) Manufacturing; d) Transport, communications and utilities; e) Services (including engineering services); f) Mining and primary industries (including agriculture, forestry and fisheries); g) Public service (including government institutions, non-governmental organizations, international organizations and embassies); h) Other industries.

Social benefit. An advantage which generally improves human welfare or specific aspects of family care for a staff member. Such a benefit may be related in value to salary levels (e.g. a pension) but is not direct compensation for work performed.

Span. On the salary scale, the percentage relationship between the salary at the hiring rate or minimum for a grade and the maximum attainable salary for the same grade or range.

Split match. A UN job match which is established with two outside jobs in a comparator employer which are remunerated at different rates. (See also *job match*).

Tax abatement. A characteristic or provision of a taxation system whereby the rates of taxation are decreased in recognition of a specific event or condition (e.g., dependent spouse or children).

Weighting. A mathematical averaging technique which takes into account the relative impact of different sized job and grade populations in the analysis of raw market salary data in relation to current UN salaries. Weighting takes into

account fully (simple weighted average) or partially (logarithmic weights) the impact of larger UN staff population in benchmark jobs in salary data analysis.

Work week. The period, formally established by the employer, for which employees must work to receive their basic salary, usually expressed in hoursper-week. The work week should exclude breaks formally recognized through the personnel or compensation system (such as lunch breaks), but should include rest periods of a nonformal nature (such as tea breaks), which are granted at the discretion of the employer.

Annex I

Categorization of non-headquarters duty stations as at 1 January 2004

Category IV: five-employer retention

<i>Country</i>	<i>Duty station</i>	<i>Country</i>	<i>Duty station</i>
Afghanistan	Kabul	Kyrgyzstan	Bishkek
Albania	Tirana	Lao People's Democratic Republic	Vientiane
Algeria	Algiers	Liberia	Monrovia
Angola	Luanda	Libyan Arab Jamahiriya	Tripoli
Armenia	Yerevan	Madagascar	Antananarivo
Belarus	Minsk	Maldives	Male
Belize	Belmopan	Mauritania	Nouakchott
Bhutan	Thimphu	Moldova (Republic of)	Chisinau
Burundi	Bujumbura	Mongolia	Ulaanbaator
Cambodia	Phnom Penh	Myanmar	Yangon
Cape Verde	Praia	Nauru	Nauru
Central African Republic	Bangui	Rwanda	Kigali
Chad	N'Djamena	Samoa	Apia
Comoros	Moroni	Sao Tome and Principe	Sao Tome
Congo	Brazzaville	Seychelles	Port Victoria
Cuba	Havana	Sierra Leone	Freetown
Democratic Republic of the Congo	Kinshasa	Solomon Islands	Honiara
Djibouti	Djibouti	Somalia	Mogadishu
Eritrea	Asmara	Sudan	Khartoum
Ethiopia	Addis Ababa	Suriname	Paramaribo
Gambia	Banjul	Syrian Arab Republic	Damascus
Georgia	Tbilisi	Tajikistan	Dushanbe
Guinea	Conakry	Timor-Leste	Dili
Guinea-Bissau	Bissau	Turkmenistan	Ashgabad
Haiti	Port-au-Prince	Uzbekistan	Tashkent
Iran (Islamic Republic of)	Tehran	Vanuatu	Port Vila
Iraq	Baghdad	Yemen	Sanaa
Kosovo	Pristina		

Category III: seven-employer retention

<i>Country</i>	<i>Duty station</i>	<i>Country</i>	<i>Duty station</i>
Azerbaijan	Baku	Malta	Valetta
Bahamas	Nassau	Mauritius	Port Louis
Bahrain	Manama	Mozambique	Maputo
Barbados	Bridgetown	Nepal	Kathmandu
Benin	Cotonou	Nicaragua	Managua
Bosnia and Herzegovina	Sarajevo	Niger	Niamey
Bulgaria	Sofia	Oman	Muscat
Burkina Faso	Ouagadougou	Papua New Guinea	Port Moresby
Cameroon	Yaounde	Paraguay	Asunción
Côte d'Ivoire	Abidjan	Poland	Warsaw
Czech Republic	Prague	Qatar	Doha
Equatorial Guinea	Malabo	Romania	Bucharest
Estonia	Tallinn	Serbia and Montenegro	Belgrade
Fiji	Suva	Slovakia	Bratislava
Gabon	Libreville	Slovenia	Ljubljana
Ghana	Accra	Sri Lanka	Colombo
Guyana	Georgetown	Swaziland	Mbabane
Hungary	Budapest	Tanzania (United Republic of)	Dar es Salaam
Jamaica	Kingston	Togo	Lome
Kazakhstan	Almaty	Trinidad and Tobago	Port of Spain
Latvia	Riga	Uganda	Kampala
Lesotho	Maseru	Ukraine	Kyiv
Lithuania	Vilnius	United Arab Emirates	Abu Dhabi
Macedonia (the former Yugoslav Republic of)	Skopje	Viet Nam	Hanoi
Malawi	Lilongwe	Zambia	Lusaka
Mali	Bamako	Zimbabwe	Harare

Category II: ten-employer retention

<i>Country</i>	<i>Duty station</i>	<i>Country</i>	<i>Duty station</i>
Argentina	Buenos Aires	Kuwait	Kuwait City
Australia	Sydney	Lebanon	Beirut
Bangladesh	Dhaka	Macau	Macau
Belgium	Brussels	Malaysia	Kuala Lumpur
Bolivia	La Paz	Morocco	Rabat
Botswana	Gaborone	Namibia	Windhoek
China	Beijing	Nigeria	Abuja
Colombia	Bogotá	Norway	Oslo
Costa Rica	San José	Panama	Panama City
Croatia	Zagreb	Peru	Lima
Cyprus	Nicosia	Portugal	Lisbon
Dominican Republic	Santo Domingo	Republic of Korea	Seoul
Ecuador	Quito	Russian Federation	Moscow
El Salvador	San Salvador	Saudi Arabia	Riyadh
Finland	Helsinki	Senegal	Dakar
Guatemala	Guatemala City	Singapore	Singapore
Honduras	Tegucigalpa	South Africa	Pretoria
Hong Kong	Hong Kong	Sweden	Stockholm
Ireland	Dublin	Tunisia	Tunis
Italy	Brindisi	Uruguay	Montevideo
Jordan	Amman	Venezuela	Caracas
Kenya	Nairobi		

Category I: fifteen-employer retention

<i>Country</i>	<i>Duty station</i>	<i>Country</i>	<i>Duty station</i>
Brazil	Brasilia	Israel	Israel base
Chile	Santiago	Japan	Tokyo
Denmark	Copenhagen	Mexico	Mexico City
Egypt	Cairo	Netherlands	The Hague
France	Lyon	Pakistan	Islamabad
Germany	Bonn	Philippines	Manila
Greece	Athens	Thailand	Bangkok
India	New Delhi	Turkey	Ankara
Indonesia	Jakarta	United States of America	Washington, D.C.

Annex II

Economic sector representation in General Service surveys

Public/non-profit

1. Public administration (including national civil service and embassies).
2. International and non-governmental organizations.
3. Parastatal organizations.
4. Educational institutions.
5. Miscellaneous.

Private

1. Finance, insurance, real estate and business activities (including banks, life/health insurance carriers, stock brokerage firms, travel agencies, etc.).
2. Manufacturing (local enterprises that make/fabricate a product):
 - (a) Printing/publishing;
 - (b) Petroleum refineries;
 - (c) Consumer products;
 - (d) Food products;
 - (e) Pharmaceutical products;
 - (f) Petrochemical products;
 - (g) Miscellaneous.
3. Transport, storage and communication (including telecommunications, airlines, television/radio stations, railways, etc.).
4. Wholesale and retail trade (local enterprises that market/sell products directly to final user or for resale).
5. Miscellaneous.

Note: Where any of the segments shown under “private” would be under government control or in which the national Government would be a major stockholder and be the main determining force for establishing conditions of service, the employer should be considered under “parastatal”.

ANNEX III
JOB INVENTORY
INVENTORY OF LOCAL POSTS IN ALL UN AGENCIES BY JOB AND GRADE (all staff)

Functional title and grade DUTY STATION:
REFERENCE DATE:

Grade	Job Title (in 15 Benchmark jobs)	Total number in job	Total number in grade
G-1	Messenger		
	Other GS-1 Posts (non-benchmarks)		
G-2	Driver		
	Other GS-2 Posts (non-benchmarks)		
G-3	Sr. Driver		
	Clerk-Typist/Receptionist		
	Other GS-3 Posts (non-benchmarks)		
G-4	Secretary		
	Administrative Clerk		
	Finance Clerk		
	Other GS-4 Posts (non-benchmarks)		
G-5	Sr. Secretary		
	Sr. Administrative Clerk		
	Sr. Finance Clerk		
	Other GS-5 Posts (non-benchmarks)		
G-6	Secretary to the Head of office		
	Administrative Assistant		
	Finance Assistant		
	Other GS-6 Posts (non-benchmarks)		
G-7	Sr. Administrative Assistant		
	Sr. Finance Assistant		
	Other GS-7 Posts (non-benchmarks)		

TOTAL GS

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NO-A	National Officer A		
NO-B	National Officer B		
NO-C	National Officer C		
NO-D	National Officer D		

TOTAL NO

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GRAND TOTAL

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Annex IV

List of survey job descriptions

Messenger	GS-1
Driver	GS-2
Senior Driver	GS-3
Clerk/Typist	GS-3
Secretary	GS-4
Administrative Clerk	GS-4
Finance Clerk	GS-4
Senior Secretary	GS-5
Senior Administrative Clerk	GS-5
Senior Finance Clerk	GS-5
Secretary to Head of Office	GS-6
Administrative Assistant	GS-6
Finance Assistant	GS-6
Senior Administrative Assistant	GS-7
Senior Finance Assistant	GS-7

Messenger
GS-1

1. Collects and delivers mail, and other communications from and to post office, government agencies and other institutions.
2. Sorts mail, delivers and picks up from various offices on the premises at regular intervals. Keeps records as required.
3. Packs material received for dispatch, affixes labels, inserts material in envelopes and franks outgoing mail.
4. Operates photocopying and duplicating equipment.

Complexity of work: Simple routine.	Level of responsibility: No independent decision-making.
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Experience required: One year.	Language requirement: Some spoken knowledge of the working language.
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Educational requirement: Primary.	
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Supervision received: Maximum supervision from administrative support (GS).	Supervisory responsibility: None.
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Driver
GS-2

1. Drives office vehicles, delivers and collects mail, documents and other items.
2. Meets officials at airport and facilitates immigration/customs formalities.
3. Responsible for day-to-day maintenance of assigned vehicle, performs minor repairs and ensures that the vehicle is kept clean.
4. Logs official trips, mileage, petrol consumption, etc.
5. Ensures that accidents are correctly reported.

Complexity of work: Simple routine.	Level of responsibility: No independent decision-making.
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Experience required: Two years.	Other requirement: Safe driving record.
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Educational requirement: Primary.	Job skills required: Driver's licence, skills in minor vehicle repair, knowledge of driving rules and regulations.
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Supervision received: Average supervision from administrative support (GS).	Supervisory responsibility: None.
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**Senior driver
GS-3**

1. Drives for the Head of Office and other high-ranking officials.
2. Meets official personnel at the airport and facilitates immigration and customs formalities.
3. Collects and delivers mail or documents when required.
4. Responsible for the day-to-day maintenance of assigned vehicle; performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean.
5. Logs official trips, mileage, petrol consumption, etc.
6. Ensures that accidents are reported correctly.

Complexity of work: Simple routine.	Level of responsibility: No independent decision-making.
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Experience required: Four years.	Other requirement: Safe driving record.
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Educational requirement: Primary.	Job skills required: Driver's licence, knowledge of driving rules and regulations and chauffeur courtesies, skills in vehicle repairs, initiative and discretion.
Language requirement: One United Nations language.	

Supervision received: Average supervision from administrative support (GS).	Supervisory responsibility: None.
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**Clerk/typist
GS-3**

1. Types correspondence, documents, statistical tables and reports from plain copy, corrected copy, dictating machine, forms, handwritten or rough draft material and printed matter.
2. Reviews and corrects capitalization, spelling, punctuation, etc. May operate word-processing equipment and dispatch telexes.
3. Maintains correspondence logs.
4. Carries out tasks for production and distribution of reports: proof-reading, photocopying, collating, etc.
5. Maintains and updates manuals, files and simple office records.
6. Answers telephone and responds to routine enquiries.

Complexity of work: Simple routine.	Level of responsibility: No independent decision-making.
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Experience required: One to two years.	Language requirement: One official United Nations language.
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Educational requirement: Secondary.	Job skills required: Typing ability at the prescribed speed of the Organization. Ability to operate word-processing equipment may be required.
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Supervision received: Maximum supervision from administrative support (GS).	Supervisory responsibility: None.
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**Secretary
GS-4**

1. Takes dictation using shorthand and transcribes, ensuring that spelling, punctuation and format are correct; prepares correspondence for supervisor's signature, checking enclosures and addresses.
2. Arranges appointments for supervisor, receives visitors, places and screens telephone calls and responds to routine requests for information, assists in travel arrangements for supervisor.
3. Types wide variety of material from drafts, printed texts and dictating machines. May operate word-processing equipment.
4. Proof-reads for correctness.
5. Drafts correspondence on routine matters.
6. Receives and screens correspondence and attaches necessary background information.
7. Maintains office records and reference files on various subjects.
8. Takes notes at meetings as required.

Complexity of work: Average.	Level of responsibility: Expected to find solutions to problems after discussion with supervisor. No independent decision-making.
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Experience required: Three years.	Language requirement: One United Nations language.
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Educational requirement: Secondary.	Job skills required: Proven shorthand and typing ability. Thorough knowledge of office procedures; ability to operate word processor may be required.
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Supervision received: Average supervision from managerial and administrative support (GS).	Supervisory responsibility: None.
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**Administrative clerk
GS-4**

1. Searches office files and records relating to a variety of topics for information and reference. Selects information and records in correspondence, technical papers, projects or programme plans and general reference documents.
2. Assists staff members and their dependants by processing requests for visas, identity cards, driving licences, and other necessary personnel-related documents in accordance with requirements of the United Nations and the country of the duty station. Maintains facts on living conditions and special entitlements.
3. Drafts routine correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures.
4. Classifies and codes material relating to a number of subject areas and maintains general office files.
5. Makes travel and hotel reservations, prepares travel authorization and assembles information pertinent to purpose of travel.
6. Makes arrangements for shipment and receipt of office and project supplies and equipment and household effects including customs clearance.
7. Maintains, updates and transmits inventory records of non-expendable equipment.

Complexity of work: Average.	Level of responsibility: Expected to find solutions to problems after discussion with supervisor. No independent decision-making.
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Experience required: Three to four years.	Other requirements: Good knowledge of clerical practices and procedures.
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Educational requirement: Secondary.	Job skills required: Ability to operate typewriter and keyboard equipment such as word processors.
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Supervision received: Average supervision from managerial and administrative support (GS).	Supervisory responsibility: None.
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**Finance clerk
GS-4**

1. Assists in preparation of periodic accounting records by recording receipts and disbursements (ledgers, cash books, vouchers, etc.) and reconciling data for recurring or special reports.
2. Maintains contacts with local banks for verifying accounts status, obtaining approval for cheque clearances, verifying currency exchange rates, and similar direct transactions.
3. Compiles and verifies budget and accounting data by researching files, calculating costs and estimating anticipated expenditures from readily available information sources.
4. When authorized, makes disbursements from petty cash fund, maintains records of these disbursements and balances account as required.
5. Assists newly arriving or departing staff members on opening or closing bank accounts, exchanging currency and other financial matters.

Complexity of work: Average.	Level of responsibility: No independent decision-making.
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Experience required: Three to four years.	Other requirement: General clerical experience, some of which in an accounting clerical activity.
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Educational requirement: Secondary.	Job skills required: Ability to operate calculator or other machines used to maintain accounts.
Language requirement: One United Nations language.	

Supervision received: Average supervision from managerial and administrative support (GS).	Supervisory responsibility: None.
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**Senior Secretary
GS-5**

1. Arranges appointments and maintains supervisor's calendar, receives visitors, places and screens telephone calls and answers queries with discretion.
2. Arranges internal and external meetings, some involving high-ranking officials, and takes minutes and/or notes at meetings.
3. Prepares informal translations and may act as interpreter.
4. Takes dictation using shorthand on a variety of subject matters and transcribes ensuring that spelling, punctuation and format are correct. Types correspondence, documents and reports, some of which are highly confidential.
5. Receives, screens, logs and routes correspondence, attaches necessary background information and maintains follow-up system.
6. Drafts non-substantive correspondence and ensures follow-up.
7. Maintains policy, confidential and general files.
8. Clears correspondence for conformity with established procedures and accuracy of statements before signature by supervisor.
9. Selects and makes pertinent abstracts and undertakes searches for information.
10. Keeps list of names, addresses and telephone numbers of ministers, government officials and the diplomatic corps.
11. Makes travel arrangements for the supervisor and performs liaison duties with other units.

Complexity of work: Average.	Level of responsibility: Expected to find solutions to problems after discussion with supervisor.
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Experience required: Five years.	Other requirement: Secretarial experience.
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<p>Educational requirement:</p> <p>Secondary.</p> <p>Language requirement:</p> <p>One United Nations language.</p>	<p>Job skills required:</p> <p>Proven shorthand and typing ability. Thorough knowledge of modern office procedures; ability to operate word-processing equipment may be required. Knowledge of protocol.</p>
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<p>Supervision received:</p> <p>Minimum to average supervision from senior managerial (P-5 and up) and managerial (other Professional).</p>	<p>Supervisory responsibility:</p> <p>Provides guidance to junior staff.</p>
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**Senior Administrative Clerk
GS-5**

1. Searches office files and records relating to a variety of topics for information and references. Selects information and records in specified format or on the basis of general instructions for use by others in preparing reports, correspondence, technical papers, project or programme plans and general reference documents.
2. Provides advice and assistance to staff members and their dependants by processing requests for visas, identity cards, driving licences and other necessary personnel-related documents in accordance with requirements of the United Nations and the country of the duty station.
3. Collects information on local conditions and provides administrative assistance for cost-of-living surveys.
4. Drafts correspondence, cables, memorandums and reports on the basis of oral instructions, previous correspondence or other available information sources in accordance with standard office procedures.
5. Classifies and codes material relating to a number of subject areas and maintains general office files or provides guidance to registry clerk in performing this duty.
6. Arranges internal and external meetings, some involving high-ranking officials, and takes minutes and/or notes at meetings.
7. Makes travel and hotel reservations, prepares travel orders and assembles information pertinent to purpose of travel.
8. Advises on and makes arrangements for shipment and receipt of office and project supplies and equipment and household effects, including customs clearance.
9. Responds to queries and makes arrangements for shipment and receipt of office and project supplies and equipment and household effects, including customs clearance.
10. Maintains, updates and transmits inventory records and non-expendable equipment.

Complexity of work: Average.	Level of responsibility: Expected to find solutions to problems after discussion with supervisor.
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Experience required: Five years.	Other requirement: Good knowledge of clerical practices and procedures.
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Educational requirement: Secondary.	Job skills required: Ability to operate typewriter and keyboard equipment such as word processors.
Language requirement: One United Nations language.	

Supervision received: Average supervision from managerial and administrative support (GS).	Supervisory responsibility: May provide guidance to lower-level staff.
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Senior finance clerk
GS-5

1. Maintains financial records for project or other office accounts for which responsibility is assigned. Codes and records receipts and payments, assures accuracy of computation and completeness of documents and maintains continuing status of allotments against obligations.
2. Prepares recurring reports on assigned accounts, noting problems resulting from excess cost or shortfalls. Prepares special reports to clarify problems, or as requested for other reasons.
3. Calculates and compiles cost estimates and projected budget requirements and assists in preparation of budget statements for area of assignment.
4. Prepares routine correspondence and maintains personal and telephone contacts with others to discuss matters concerning accounts and related assignments.
5. Maintains contacts with local banks to clarify questions pertaining to office bank accounts.
6. Briefs and assists newly arrived international staff, experts and consultants on basic financial procedures and requirements with respect to payments, entitlements, banking and currency provisions and other requirements relating to accounts and finance.

Complexity of work: Average.	Level of responsibility: Expected to find solutions to problems after discussion with supervisor.
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Experience required: Five years.	Language requirement: One United Nations language.
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Educational requirement: Secondary.	Job skills required: Ability to operate calculator or other machines used to maintain accounts. Additional relevant commercial training desirable.
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Supervision received: Average supervision from managerial and administrative support (GS).	Supervisory responsibility: None.
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**Secretary to Head of Office
GS-6**

1. Arranges appointments and maintains supervisor's calendar, receives high-ranking visitors, places and screens telephone calls and answers queries with discretion.
2. Prepares briefing materials for supervisor for use on official trips or special meetings.
3. In charge of protocol matters: (a) arranges meetings with high-ranking officials; (b) arranges official receptions given by Head of Office.
4. Participates in the organization and preparation of staff meetings or special meetings and takes minutes and/or notes.
5. Prepares informal translations and may act as interpreter.
6. Receives, screens, logs and routes correspondence, attaches necessary background information and maintains follow-up system.
7. Selects and makes pertinent abstracts and undertakes searches for information.
8. Coordinates the secretarial services of the office, distributes special assignments to other secretaries and clears correspondence for the supervisor's signature. Briefs and trains new secretaries and gives guidance to other secretaries on office procedures.
9. Drafts non-substantive correspondence and ensures follow-up.
10. Takes dictation using shorthand on a variety of subjects and transcribes, ensuring that spelling, punctuation and format are correct. Types correspondence.
11. Maintains policy, confidential and general management files.
12. Keeps list of names, addresses and telephone numbers of ministers, government officials and the diplomatic corps.
13. Makes travel arrangements for the supervisor and performs liaison duties with other units.

Complexity of work: Complex.	Level of responsibility: Carries out assignments independently. Expected to find solutions to problems after discussion with supervisor.
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Experience required: Six to seven years.	Other requirement: Some years of experience at senior secretarial level.
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<p>Educational requirement:</p> <p>Secondary.</p> <p>Language requirement:</p> <p>Two or more United Nations languages.</p>	<p>Job skills required:</p> <p>Proven shorthand and typing ability. Thorough knowledge of office procedures; ability to operate word processor may be required. Knowledge of protocol.</p>
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<p>Supervision received:</p> <p>Average supervision from senior managerial (P-5 and up).</p>	<p>Supervisory responsibility:</p> <p>Coordinates secretarial services and provides guidance to junior staff.</p>
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**Administrative assistant
GS-6**

Under general supervision of the head of the office or other Professional officer, the incumbent performs administrative support functions, which may include supervision of clerical and administrative staff engaged in fields of work such as personnel, finance, registry, supply and transportation as indicated by the requirements and structure of the Organization. Performs the following duties:

1. Assists in the recruitment of General Service staff for non-specialized work, including evaluating candidate applications, administering shorthand and typing exams and conducting preliminary interviews of candidates.
2. Assigns General Service staff to meet work requirements; reviews and evaluates work of subordinates.
3. Collects information and assists in conduct of surveys on local cost of living, daily subsistence allowance criteria, local salaries for office and servicing staff, housing rentals.
4. Briefs international personnel on general administrative matters relating to visas, licences and security; provides advice and ensures administrative support as required.
5. Advises and assists other staff in the area of office management. Arranges for and/or attends meetings on day-to-day administrative matters, participates in discussions of new or revised procedures and practices, interprets and assesses the impact of changes and makes recommendations for follow-up action.
6. Prepares, on own initiative, correspondence, reports, evaluation and justifications, as required, on general administrative or specialized tasks which may be of a confidential nature within the assigned area of responsibility.
7. Assists in the preparation of office budgets applicable to staff and servicing costs and maintains necessary budgetary control records.
8. In addition to general administration responsibilities, may also supervise, directly or indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.
9. Requisitions office supplies and equipment locally and abroad and arranges for control of distribution and maintenance of appropriate inventory records.
10. Provides interpretation of administrative rules, regulations and procedures.
11. Performs other duties as required.

Application of guidelines: Administrative manual and/or administrative issuances requiring interpretation and at times the exercise of judgement.

Experience required: Six years of progressively responsible clerical and administrative work.	Language requirement: Very good knowledge of local language and one or two working languages of the Organization.
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Educational requirement: Secondary.	Job skills required: Training in administrative fields is desirable.
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Work relationships: Frequent internal and external contacts involving exchange of information, some of which may be of a complex nature.	Supervisory responsibility: Direct supervision of a number of General Service staff.
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**Finance assistant
GS-6**

1. Maintains financial records and monitoring systems to record and reconcile expenditures, balances, payments, statements and other data for day-to-day transactions and reports.
2. Selects and enters data from a wide variety of documents, verifying accuracy by checking sources, making necessary calculations and assuring inclusion of all relevant data.
3. Prepares recurring reports as scheduled and special reports as required for budget preparation, audits or other reasons.
4. Advises and assists international staff, experts and consultants on all aspects of allowances, salary advances, travel claims and other financial matters; calculates and authorizes payments due for claims and services.
5. Initiates correspondence to verify data, answers queries and obtains additional information on accounts and financial transactions, as required.
6. Maintains liaison with officials of local banks to obtain day-to-day information on exchange and interest rates, changes in procedures and regulations, and matters pertaining to maintenance of office bank accounts.
7. Prepares detailed cost estimates and participates in budget analysis and projections.

Complexity of work: Complex.	Level of responsibility: Carries out assignments independently. Expected to find solutions to problems after discussion with supervisor.
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Experience required: Six years.	Other requirement: General accounting clerical experience.
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Educational requirement: Secondary.	Job skills required: Ability to operate calculator or other machines used to maintain accounts. Additional commercial training in bookkeeping, business or accounting desirable.
Language requirement: One United Nations language.	
Supervision received: Minimum supervision from managerial and administrative support (GS).	Supervisory responsibility: May supervise one or more lower-level accounting clerks.

**Senior finance assistant
GS-7**

<p>1. Participates in and supervises variety of tasks, such as:</p> <ul style="list-style-type: none"> – maintenance of ledgers and accounting records for classification and recording of financial transactions, the reconciliation of accounts and the preparation of recurring or special reports; – calculation of payment of salaries, allowances, travel claims and other payments to staff members, experts and consultants, vendors and other claimants; – maintenance of cash books, including control of disbursements and balancing of books and ledgers; – preparation of financial data for budget estimates and financial planning; – reconciliation of cash books with bank statements; – liaison with officials of local banks and financial institutions to obtain day-to-day information on exchange and interest rates, changes in procedures and regulations, and matters pertaining to maintenance of bank accounts.
<p>2. Assists higher-level officers in all aspects of accounts maintenance and budget control by providing reports on financial status, procedures, exchange rates, costs and expenditures and potential funding problems.</p>
<p>3. Supervises and trains two or more staff members providing accounting clerical assistance and evaluates their work.</p>

<p>Complexity of work: Complex.</p>	<p>Level of responsibility: Carries out assignments independently.</p>
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<p>Experience required: Seven years.</p>	<p>Other requirement: Progressively responsible work in finance and accounting activities.</p>
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<p>Educational requirement: Secondary.</p> <p>Language requirement: Two or more United Nations languages.</p>	<p>Job skills required: Ability to operate calculator or other machines used to maintain accounts. Additional commercial training in accounting or finance desirable.</p>
<p>Supervision received: Minimum supervision from managerial staff.</p>	<p>Supervisory responsibility: Supervises two or more accounting clerks.</p>

**Senior administrative assistant
GS-7**

1. Analyses and maintains an overview of the work of the office to ensure that timely administrative support is provided in general and specialized areas. Participates in the recruitment and training of General Service staff to meet work requirements. Reviews and evaluates work of subordinates directly or through lower-level supervisors.
2. In addition to general administration responsibilities, may also supervise, directly and indirectly, activities concerned with office and grounds maintenance, security, transport and similar services.
3. Briefs international personnel on general administrative matters and practices, and interprets and assesses the impact of changes and makes recommendations for follow-up action.
4. Advises and assists senior staff in the area of office management. Arranges for and/or attends meetings on day-to-day administrative matters, participates in discussions of new or revised procedures and practices, interprets and assesses the impact of changes and makes recommendations for follow-up action.
5. Prepares correspondence, special reports, evaluations and justifications as required on general administrative or specialized tasks which may be of a confidential nature within assigned area of responsibility.

Complexity of work: Complex.	Level of responsibility: Carries out assignments independently.
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Experience required: Seven years.	Language requirement: One United Nations language.
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Educational requirement: Secondary.	Job skills required: Training in business administration.
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Supervision received: Minimum supervision from senior managerial (P-5 and up).	Supervisory responsibility: Direct and indirect supervision of a relatively large number of General Service staff.
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OHRM Form : SALARIES, ALLOWANCES AND OTHER BENEFITS (Aug 03)

EMPLOYER CODE:

PART I

Date:	DATE
Place:	Duty Station

? NAME

<p>1. Introduction</p> <p>1.1 Total work force of your organization in Duty Station? <input type="text"/></p> <p>1.2 Total number of office workers employed by your organization in Duty Station? <input type="text"/></p> <p>1.3 How long has your organization been established in Duty Station? <input type="text"/> Yrs</p> <p>2. Salary system</p> <p>2.1 Does a formal salary scale or range exist? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Could you provide a copy of the salary scale(s)? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>2.2 On what basis is the salary scale or range set?</p> <p>a. Salary survey Yes <input type="checkbox"/> No <input type="checkbox"/> List employers surveyed _____</p> <p>b. Other _____</p> <p>2.3 Is there a hiring rate for each grade or job which differs from the minimum of the scale or range? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please explain: _____</p> <p>2.4 Is there a maximum salary for each grade which cannot be exceeded? Yes <input type="checkbox"/> No <input type="checkbox"/> If not, please explain: _____</p> <p>2.5 What triggers a scale/range adjustment? COL <input type="checkbox"/> Other <input type="checkbox"/> If other, please explain _____</p> <p>2.6 What is the normal interval between adjustments to the salary scale(s) or range(s)? <input type="text"/> Mo.</p> <p>2.7 Are there any fixed salary review dates? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please specify _____</p> <p>2.8 (a) When did your current salary scale(s) or range(s) go into effect? Eff date <input type="text"/> 01-Jan-06</p> <p>(b) What is the effective date of your previous salary scale? <input type="text"/></p> <p>(c) What is the expected date of the next revision of your salary scale or range? <input type="text"/></p>	<p>3. Individual Salary Movement</p> <p>3.1 Individual salary increases for a given grade are granted <input type="checkbox"/></p> <p>(a) automatically <input type="checkbox"/></p> <p>(b) according to individual merit <input type="checkbox"/></p> <p>3.2 What is the normal interval between salary increases in the same grade? <input type="text"/> Months</p> <p>3.3 As a general rule, how many years does it take an employee to advance from the minimum to the maximum salary in the same grade? <input type="text"/> Years</p> <p>3.4 What are the criteria for promotion to the next higher grade? _____</p> <p>3.5 Does your organization have a job classification system? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>3.6 Can you provide an organigram of your organization? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>4. General comments and/or footnotes</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div> <p>Indicate if this survey is Comprehensive or Interim >> <input checked="" type="checkbox"/> Comp <input type="checkbox"/> Interim</p> <p>SIGNATURES OF THE INTERVIEW TEAM: 19-Oct-06</p> <p>Survey Specialist: _____</p> <p>LSSC Member: _____</p> <p>LSSC Member: _____</p>
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FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS

PART II

1. Salary rates

Date: DATE
Place: Duty Station

EMP ?

UN Common workweek			40	Hrs.	Employer's basic workweek	40	Hrs.	Currency of salary scale:		Currency & X-rate BONUS		
(To split non-taxable bonus columns into MIN & MAX please X first, for WW adj Taxable X both)>>>												
(a) Levels and job titles (United Nations)			Job specific	(b) Levels and job titles (Employer)	(c) Job specific	(d) No. of empl. in post	(e) Base salary rates per annum	Allowances and benefits				
Job	Level	Representative posts	ww if diff.	Grade	Job titles	ww if diff.	Minimum or actual hiring rate	Inter benefit plus x AK10 if taxable (also see AP51)	Maximum	If taxable x box	Non-taxable	Non-taxable
1	G-1	Messenger										
2	G-2	Driver										
3	G-3	Senior Driver										
4	G-3	Clerk-Typist										
5	G-4	Secretary										
6	G-4	Administrative Clerk										
7	G-4	Finance Clerk										
8	G-5	Senior Secretary										
9	G-5	Senior Administrative Clerk										
10	G-5	Senior Finance Clerk										
11	G-6	Secretary to Office Head										
12	G-6	Administrative Assistant										
13	G-6	Finance Assistant										
14	G-7	Senior Admin. Assistant										
15	G-7	Senior Finance Assistant										
16	NO-A											
17	NO-B											
18	NO-C											
19	NO-D											
20												
21												

FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS

PART II

Date: DATE
Place: Duty Station

EMP ?

2. Allowances and other benefits paid in addition to the base salary

ALLOWANCES AND BENEFITS PAYABLE TO ALL STAFF

Description (will appear on spread-sheet)		Local currency		(x)	(appl)
1.	<input type="text"/>	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	- As a percentage of salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
2.	<input type="text"/>	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	- As a percentage of salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
3.	Taxable Bonus or Allowance	<input type="text"/> %	MIN <input type="text"/>		
3.1	<input type="text"/>	<input type="text"/> Mo.	MAX <input type="text"/>		
3.2	<input type="text"/>	<input type="text"/> %	MIN <input type="text"/>		
	<input type="text"/> < Years to qualify	<input type="text"/> Mo.	MAX <input type="text"/>		
	Taxable Bon./Allow. (Can be used for non-local currency)		<input type="text"/> <Ex-rate		
		Amount	Currency		
3.3	<input type="text"/>	<input type="text"/>	<input type="text"/> Local		
3.4	<input type="text"/>	<input type="text"/>	<input type="text"/> Local		
4.	Non-Taxable Bonus or Allowance	<input type="text"/> %	MIN <input type="text"/>		
4.1	<input type="text"/>	<input type="text"/> Mo.	MAX <input type="text"/>		
4.2	<input type="text"/>	<input type="text"/> %	MIN <input type="text"/>		
	<input type="text"/> < Years to qualify	<input type="text"/> Mo.	MAX <input type="text"/>		
	Non-Taxable Bon./Allow. (Can be used for non-local currency)		<input type="text"/> <Ex-rate		
		Amount	Currency		
4.3	<input type="text"/>	<input type="text"/>	<input type="text"/> Local		
4.4	<input type="text"/>	<input type="text"/>	<input type="text"/> Local		
5.	Meals if capped "x" > <input type="text"/>	Allowance (amount per annum) <input type="text"/> /Year			
	Cost at subs. canteen <input type="text"/> per meal				
	Cost at outside location <input type="text"/> per meal				
6.	Beverages, Coffee/Tea	<input type="text"/> * <input type="text"/> cups per day			
7.	Company Sponsored Activities	Local currency			
	<input type="text"/> TOTAL	<input type="text"/> /	<input type="text"/> 0	Staff	
	Remarks:				

By "x-ing" this box you can convert columns AL & AM to taxable benefits
 NOTE ! This will block the options 3.3 and 3.4 (i.e) you cannot use them.

ALLOWANCES AND BENEFITS PAYABLE TO SOME, BUT NOT ALL STAFF

8.	<input type="text"/>	(enter below as a string. Starting with ')			
	Available to job(s)	<input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
	As a percentage of salary	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	Months or part of months salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
9.	<input type="text"/>	(enter below as a string. Starting with ')			
	Available to job(s)	<input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
	As a percentage of salary	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	Months or part of months salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
10.	<input type="text"/>	(enter below as a string. Starting with ')			
	Available to job(s)	<input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
	As a percentage of salary	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	Months or part of months salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
11.	<input type="text"/>	(enter below as a string. Starting with ')			
	Available to job(s)	<input type="text"/>			
	all	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.			
	As a percentage of salary	<input type="text"/> %	MIN <input type="text"/>	T	<input type="text"/>
	Months or part of months salary	<input type="text"/> Mo.	MAX <input type="text"/>	NT	<input type="text"/>
	<input type="text"/> In addition to base salary, ROWS:>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	"x" for only add on	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12.	COMPANY PROVIDED CAF (enter below as a string. Starting with ')				
	Job(s) <input type="text"/>	Job(s) <input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
	Purchase price	<input type="text"/>	Purchase price	<input type="text"/>	
	Resale Value	<input type="text"/>	Resale Value	<input type="text"/>	
	Years of usage	<input type="text"/>	Years of usage	<input type="text"/>	Years
	COMPANY PROVIDED CAR				
	Job(s) <input type="text"/>	Job(s) <input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
	Purchase price	<input type="text"/>	Purchase price	<input type="text"/>	
	Resale Value	<input type="text"/>	Resale Value	<input type="text"/>	
	Years of usage	<input type="text"/>	Years of usage	<input type="text"/>	Years
13.	CAR RELATED BENEFITS				
	Job(s) <input type="text"/>	Job(s) <input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
(NT)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
	TOTAL	0	TOTAL	0	
	CAR RELATED BENEFITS				
	Job(s) <input type="text"/>	Job(s) <input type="text"/>			
	NOTE!! Jobs 1 to 9 has to be entered as 01, 02 etc.				
(NT)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	
	TOTAL	0	TOTAL	0	

FORM B: SALARIES, ALLOWANCES AND OTHER BENEFITS

PART III

3. Income Tax & General Conditions of Service

EMP ?		Date:	DATE
		Place:	Duty Station

LOAN FACILITIES

Housing loan 1: (enter below as a string. Starting with ')

If available to all staff "x" >> or list >

percent utilization **NOTE!!** Jobs 1 to 9 has to be entered as 01, 02 etc.

Loan amount: months salary or Maximum amount

Loan rate as percentage below market rate percent

Years of service requirement years Years of repayment

"x" if max-value alteration required

Housing loan 2: or Loan Cap > (enter below as a string. Starting with ')

If available to all staff "x" >> or list >

percent utilization **NOTE!!** Jobs 1 to 9 has to be entered as 01, 02 etc.

Loan amount: months salary or Maximum amount

Loan rate as percentage below market rate percent

Years of service requirement years Years of repayment

Housing loan 3: or Loan Cap > (enter below as a string. Starting with ')

If available to all staff "x" >> or list >

percent utilization **NOTE!!** Jobs 1 to 9 has to be entered as 01, 02 etc.

Loan amount: months salary or Maximum amount

Loan rate as percentage below market rate percent

Years of service requirement years Years of repayment

Other loans : (enter below as a string. Starting with ')

If available to all staff "x" >> or list >

percent utilization **NOTE!!** Jobs 1 to 9 has to be entered as 01, 02 etc.

Loan amount: months salary or Maximum amount

Loan rate as percentage below market rate percent

Years of service requirement years

Other loans : (enter below as a string. Starting with ')

If available to all staff "x" >> or list >

percent utilization **NOTE!!** Jobs 1 to 9 has to be entered as 01, 02 etc.

Loan amount: months salary or Maximum amount

Loan rate as percentage below market rate percent

Years of service requirement years

MISCELLANEOUS

TAX INFORMATION

Are the employees of this organization legally exempt from income tax? Yes No

Tax Deductions:

Flat amount **NOTE** not included in MIN/MAX below

and/or percent of salary percent x x if of TGI

MIN MAX if applicable

Additional tax deductions: percent of (NAME ROW'(s))

Social Security contribution and 10 or higher

Flat tax amounts and rebates

	TAX amount
	REBATE amount
	REBATE as a percent of taxes paid
Tax rebate conditioned	<input type="text"/> below taxable income level

GENERAL CONDITIONS OF SERVICE

(a) Leave provisions:

Annual leave -- working days per annum

(b) Social security contributions and provisions required by law:

By the employee: percent

By the employer: percent

(c) Medical insurance scheme:

Covering employee:

Including family members:

Contributions: By the employee: percent

By the employer: percent

(d) Retirement scheme:

Contributions: By the employee: percent

By the employer: percent

(e) Dependency all.:

Description	Value
1) Children	<input type="text"/>
2) Spouse	<input type="text"/>
3) Secondary dep.	<input type="text"/>
4) Funeral allowance	<input type="text"/>
5) Other	<input type="text"/>

(f) Transportation:

NATIONAL SOCIAL SECURITY AND LABOUR CODE PROVISIONS

A. SOCIAL SECURITY PROVISIONS: COUNTRY:

Please complete the information below for any social security provisions that are mandated by law.

1. National Retirement Scheme: Name: <input style="width: 80%;" type="text"/>						
a. Scheme is defined: <input type="radio"/> benefit <input type="radio"/> contribution	b. Contributions (%): <table style="width: 100%; border: none;"> <tr> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> employer <td style="border: 1px solid black; width: 20px; height: 20px;"></td> employee </tr> </table>			c. Contribution is a percentage of: <input type="radio"/> base salary <input type="radio"/> TGI	d. Basis of benefit calculation (if defined benefit scheme): <input type="radio"/> base salary <input type="radio"/> TGI	e. Form of payment: <input type="radio"/> lump sum <input type="radio"/> annuity <input type="radio"/> combination
f. Minimum retirement age: Men: <input style="width: 20px;" type="text"/> Women: <input style="width: 20px;" type="text"/>		i. Ceiling on contribution: <input style="width: 100%;" type="text"/>				
g. Standard retirement age: Men: <input style="width: 20px;" type="text"/> Women: <input style="width: 20px;" type="text"/>		j. Ceiling on benefit: <input style="width: 100%;" type="text"/>				
h. Min. yrs of contribution required to vest in scheme: <input style="width: 20px;" type="text"/>		k. Cost of Living Adjustments made? (check box) <input type="checkbox"/>				

2. Mandatory Private Savings Plan/Provident Fund: Name: <input style="width: 80%;" type="text"/>	3. Employee Death Benefit/Life Insurance: Name: <input style="width: 80%;" type="text"/>		
a. Contributions (%): <table style="width: 100%; border: none;"> <tr> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> employer <td style="border: 1px solid black; width: 20px; height: 20px;"></td> employee </tr> </table>			b. Contribution is a percentage of: <input type="radio"/> base salary <input type="radio"/> TGI
a. <input type="radio"/> national scheme <input type="radio"/> private			
b. Basis of benefit calculation: <input type="radio"/> months base salary <input type="radio"/> months TGI salary <input type="radio"/> Flat amount			
c. Est. cash value of funeral assistance: <input style="width: 100%;" type="text"/>			

4. National Medical Insurance Scheme: Name: <input style="width: 80%;" type="text"/>																																																																														
a. Coverage: <input type="checkbox"/> staff member <input type="checkbox"/> immediate family <input type="checkbox"/> extended family	d. Reimbursement rates: <table style="width: 100%; border: none;"> <thead> <tr> <th></th> <th>min%</th> <th>max%</th> <th></th> <th colspan="2">Applicable ceilings</th> </tr> </thead> <tbody> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Hospitalization</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Surgery</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Outpatient/gen. medical</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Prescription medicines</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Dental care</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Eye care</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td></td> <td><input style="width: 20px;" type="text"/></td> <td><input style="width: 20px;" type="text"/></td> <td>Maternity</td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>		min%	max%		Applicable ceilings			<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Hospitalization	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Surgery	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Outpatient/gen. medical	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Prescription medicines	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Dental care	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Eye care	<input type="radio"/>	<input type="radio"/>		<input style="width: 20px;" type="text"/>	<input style="width: 20px;" type="text"/>	Maternity	<input type="radio"/>	<input type="radio"/>	e. Applicable ceilings are per: <table style="width: 100%; border: none;"> <thead> <tr> <th>Y E A R</th> <th>E V E N T</th> <th>F A M I L Y</th> <th>I N D I V.</th> </tr> </thead> <tbody> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> <tr> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> <td><input type="radio"/></td> </tr> </tbody> </table>	Y E A R	E V E N T	F A M I L Y	I N D I V.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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NATIONAL SOCIAL SECURITY AND LABOUR CODE PROVISIONS

B. FAMILY ALLOWANCES:

Please indicate allowances mandated by law that are payable to employees (paid either by government or employer) for the following categories. Please provide legal references.

<p>1. Child Allowances:</p> <p>a. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Yearly allowance per child: <input style="width: 100%;" type="text"/></p> <p>Payable up to a maximum of <input style="width: 20px;" type="text"/> children</p> <p>Payable until child is <input style="width: 20px;" type="text"/> years old.</p>	<p>b. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Yearly allowance per child: <input style="width: 100%;" type="text"/></p> <p>Payable up to a maximum of <input style="width: 20px;" type="text"/> children</p> <p>Payable until child is <input style="width: 20px;" type="text"/> years old.</p>
<p>2. Child Education Assistance:</p> <p>a. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Primary school: <input style="width: 100px;" type="text"/> Secondary school: <input style="width: 100px;" type="text"/> University: <input style="width: 100px;" type="text"/></p> <p><input type="radio"/> months base salary</p> <p><input type="radio"/> months TGI salary</p> <p><input type="radio"/> flat amount (per yr.)</p> <p>Payable up to a maximum of <input style="width: 20px;" type="text"/> children</p> <p>Payable until child is <input style="width: 20px;" type="text"/> years old.</p>	<p>3. Prenatal and/or Birth Allowances:</p> <p>a. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Allowance: <input style="width: 100px;" type="text"/> <input type="radio"/> months base salary <input type="radio"/> months TGI salary <input type="radio"/> flat amount</p> <p>b. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Allowance: <input style="width: 100px;" type="text"/> <input type="radio"/> months base salary <input type="radio"/> months TGI salary <input type="radio"/> flat amount</p>
<p>4. Dependent Spouse Allowance:</p> <p>a. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Yearly allowance: <input style="width: 100%;" type="text"/></p>	<p>5. Secondary Dependent Allowance:</p> <p>a. Name: <input style="width: 100%;" type="text"/></p> <p>Legal reference: <input style="width: 100%;" type="text"/></p> <p>Yearly allowance: <input style="width: 100%;" type="text"/></p> <p><small>(if variable according to relative, use average amount.)</small></p>
<p>6. Funeral Grants:</p> <p>a. Name: <input style="width: 150px;" type="text"/> Spouse: <input style="width: 100px;" type="text"/> Parents: <input style="width: 100px;" type="text"/></p> <p>Legal Reference: <input style="width: 150px;" type="text"/> Children: <input style="width: 100px;" type="text"/> Others: <input style="width: 100px;" type="text"/></p>	

NOTES:

NATIONAL SOCIAL SECURITY AND LABOUR CODE PROVISIONS

C. NATIONAL LABOUR CODE PROVISIONS:

1. Provisions for paid leave:		Paid by:		2. Provisions governing premium pay:		
Please express in working days: Min: Max:		Emp.	Gov.	a. Overtime:		
a. Official holidays:	<input type="text"/>	<input type="text"/>	<input type="text"/>	i. Paid after:	<input type="text"/> hours worked per week.	
b. Annual leave (vacation):	<input type="text"/>	<input type="text"/>	<input type="text"/>	Min:	Max:	
c. Sick leave (full pay):	<input type="text"/>	<input type="text"/>	<input type="text"/>	ii. Rates (%):	<input type="text"/>	
Sick leave (partial pay):	<input type="text"/>	<input type="text"/>	<input type="text"/>	iii. Basis of overtime calculation:		
d. Maternity leave	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="radio"/> base salary	<input type="radio"/> TGI salary	<input type="radio"/> other
e. Paternity leave:	<input type="text"/>	<input type="text"/>	<input type="text"/>	b. Holiday pay rate (%):	<input type="text"/>	
f. Family-related leave:	<input type="text"/>	<input type="text"/>	<input type="text"/>	c. Sunday/rest day pay rate (%):	<input type="text"/>	
g. Bereavement leave:	<input type="text"/>	<input type="text"/>	<input type="text"/>	3. Mandatory retirement age:		
h. Other leave:	<input type="text"/>	<input type="text"/>	<input type="text"/>	Men:	Women:	
	<input type="text"/>	<input type="text"/>	<input type="text"/>			
i. Carryover of leave into following year allowed up to:	<input type="text"/>	<input type="radio"/> hours	<input type="radio"/> days			
j. Cash-out of accrued leave upon termination allowed up to:	<input type="text"/>	<input type="radio"/> hours	<input type="radio"/> days			

NOTES:

Annex VII, Letter A

Sample Letter A: Initial Request for Participation

Dear Mr./Ms.

I am writing to you on behalf of the United Nations system to solicit your participation in the upcoming comprehensive salary survey conducted by the United Nations in (name of city/country).

The objective of the United Nations as an employer is to ensure that the salaries of its locally-recruited staff are consistent with the prevailing compensation practices in each locality. Our policy is to provide our national staff with fair remuneration levels without inadvertently causing unfair competition in securing their services. To do so, labour market surveys are conducted periodically for the purpose of identifying the best prevailing conditions of employment. We include in our surveys employers which are well established in the locality, who are reputed to be among those offering the best overall conditions of employment and represent the various economic sectors.

The next labour market survey to be conducted by the United Nations in (locality) is planned for the period of Participation in such surveys entails a fairly detailed exchange of information regarding salaries, fringe benefits, general working conditions for a number of specific jobs and occupations etc. All information obtained during the survey is treated with the strictest confidence. Following the survey, participating employers are provided with a report detailing how the United Nations conducts its surveys, how the information collected has been used to compare with United Nations jobs and including a copy of the resulting United Nations salary scale.

As (Name of Employer) is considered to be representative of the progressive employers in this country and we would very much like to include it in our survey. We hope that you will agree to our request and would greatly appreciate your cooperation and assistance in making available the relevant information. We /(Mr. or Ms.) will telephone you shortly to propose an appointment at a mutually convenient time, he/she will also be able to answer any additional questions you may have on this process.

I would like to thank you in advance for your cooperation in dealing with this important matter.

Yours sincerely,

Annex VII, Letter B

Sample Letter B: Initial Request for Participation

(Repeated employer)

Dear Mr./Ms.

I am writing to you on behalf of the United Nations system to solicit your participation in the upcoming comprehensive salary survey conducted by the United Nations in [\(name of city/country\)](#).

The objective of the United Nations as an employer is to ensure that the salaries of its locally-recruited staff are consistent with the prevailing compensation practices in each locality. Our policy is to provide our national staff with fair remuneration levels without inadvertently causing unfair competition in securing their services. To do so, labour market surveys are conducted periodically for the purpose of identifying the best prevailing conditions of employment. We include in our surveys employers which are well established in the locality, who are reputed to be among those offering the best overall conditions of employment and represent the various economic sectors.

The next labour market survey to be conducted by the United Nations in [\(locality\)](#) is planned for the period of As you know from past participation, these surveys entail exchange of information regarding salaries, fringe benefits, general working conditions for a number of specific jobs and occupations etc. All information obtained during the survey is treated with the strictest confidence. Following the survey, participating employers are now provided with a survey report detailing how the United Nations conducts its surveys, how the information collected has been used to compare with UN jobs and including a copy of the resulting UN salary scale.

[\(Name of Employer\)](#) remains a representative of the progressive employers in this country and we would very much like to continue to include it in our survey. We hope that you will agree to our request and would greatly appreciate your cooperation and assistance in making available the relevant information. [We /\(Mr. or Ms.\)](#) will telephone you shortly to propose an appointment at a mutually convenient time, he/she will also be able to answer any additional questions you may have on this process.

I would like to take this opportunity to thank you, once again, for your usual cooperation in dealing with this important matter.

Yours sincerely,

Annex VII, Letter C

Sample Letter C: Follow-Up Letter

Dear Mr./Ms.,

Thank you for agreeing to participate in our salary survey. Further to our conversation of (date), this is to confirm that an interview has been fixed for (date and hour). [A salary survey specialist from our Headquarters in New York, will be leading the interview accompanied by]

With the aim to keep the interviewing time to a minimum and yet obtain sufficient information to effect meaningful comparisons, we are attaching (attachment 1) a description of the subjects covered during the interview. We hope that this will enable you or your staff to gather the necessary information ahead of time. Interviews normally range from 1 to 2 hours. Should you have any further queries regarding the process, please do not hesitate to contact (name of contact person) at (....).

Once again, I would like to express on behalf of the organizations of the United Nations in (name, of country), our appreciation for your cooperation and assistance and emphasize that all information will be treated with the strictest confidentiality.

Yours sincerely,

Annex VIII

Quantification of Benefits and Allowances

The purpose of this annex is to provide the necessary guidelines for the quantification of certain benefits which have been found to be most commonly offered by surveyed employers.

In general, the practice followed in benefit quantification is the identification of the cost to the employer for providing a benefit or service. Some benefits, however, require more complex analytical procedures which will be explained in detail in this annex.

Where benefits are provided in-kind or are not generally provided to all staff, it is necessary as part of the quantification to determine the percentage of the eligible staff population which actually utilize the benefit. Only when a specific benefit is utilized by seventy-five percent or more of the eligible population should the benefit be considered for quantification. When a benefit is utilized seventy-five percent or more but less than one hundred percent, the quantified value should be adjusted by the actual utilization percentage.

Employer benefits provided on a daily basis should be quantified based on the UN work-year of 222 days. This procedure ensures that the employer benefit is reflected in the context of the UN work environment.

Quantification of specific benefits which meet the criteria provided by the methodology is explained below.

Housing

Cash (Housing Allowance). When provided as a cash benefit, the specific amount or percentage of the salary as offered for each surveyed job should be utilized. It is also acceptable to calculate an average of either the specific amounts or the percentage of the salary as offered by the employer to all the surveyed jobs and utilize the average calculated.

Non-cash (In-kind housing). It is very rare that in-kind housing is provided uniformly by an employer. Most often, employer-provided housing is limited to a specified group of employees with remaining employees receiving a housing allowance. In such cases, the employer-provided housing may be quantified at the same value as the housing allowance.

In cases when the employer has secured housing on the commercial market for staff members, the benefit should be quantified at the cost of the lease to the employer.

Utilities

This benefit is quantified on the basis of the employer's average expenditure per employee for utilities whether these are fully paid for or subsidized by the employer, e.g. electricity, telephone. This may be done by determining the following:

for electricity - average kilowatt hour of consumption per employee for electricity *multiplied by* the hourly cost to employer.

for telephone - average telephone rental charge, consumption and other service charges.

Transport

In order to quantify this benefit, the employer should be located in a reasonably central location. This benefit should not be quantified for an employer located in a remote area and who therefore has no alternative but to transport staff to and from work.

Where the UN Organizations provide transportation to local staff, this benefit may still be quantified in data analysis. Appropriate charges must be levied as monthly payroll deductions from staff who avail themselves of UN-provided staff transport. These charges are established on the basis of the comparable cost of local public transport and should be updated during interim salary reviews either using the revised cost of public transport or by applying the resulting percentage salary increase to the existing charge.

Cash (Transport Allowance). When provided as a cash benefit, the specific amount or percentage of the salary as offered for each surveyed job should be utilized. It is also acceptable to calculate an average of either the specific amounts or the percentage of the salary as offered by the employer to the surveyed jobs and utilize the average calculated. If the allowance is provided on the basis of gasoline usage, e.g. liters/gallons per month, the total liter/gallon entitlement for the year should be *multiplied by* the unit cost of gasoline.

Non-cash (In-kind transport).

Free transportation - When employees are transported by vehicles owned or arranged for by the employer, the benefit should be quantified on the actual cost to the employer per employee. If this information is not available, this should be quantified on the cost of public transport, ensuring that such cost is calculated for 222 working days per annum.

Company-provided car - This benefit is normally applicable only to executive positions in comparator employers which are used in National Officer job matches. Quantification is allowed on the basis of extensive personal use by the employee. It is not allowed for positions where employees utilize company vehicles in performing their duties, e.g. salesmen. The following formula is applied in quantifying this benefit:

$$\frac{\text{Purchase price of the car (amount paid for by the employer)} - \text{Eventual resale value}}{\text{Difference } \mathbf{divided\ by} \text{ number of years established by the employer in its vehicle rotation policy}}$$

With this benefit, employers may also provide the following related benefits which should be quantified at the cost to the employer:

Petroleum	quantified on the basis of average liters/gallons consumed for non-sales staff multiplied by gasoline price per liter/gallon
Insurance Coverage	quantified on the basis of the per unit cost in the insurance policy for the employer's fleet
Maintenance Costs	quantified on the average cost per unit or the employer's fleet
License Fees	quantified on the per unit cost to the employer's fleet
Parking Fees	quantified on the basis of the cost to the employer but should be included only when UN staff have to pay such fees

Meals

Cash (Meal Allowance). When provided as a cash benefit, the specific amount provided is used. If the allowance is quoted by the employer as a daily amount, it is **multiplied by** 222 working days.

Non-cash (Cafeteria or canteen facilities). If such facilities exist, the benefit is quantified at the difference between the cost of the meal in the subsidized cafeteria/canteen and the cost of a similar meal at a comparable local cafeteria or canteen, using the following formula:

$$\frac{\text{Meal at comparable local cafeteria or canteen} - \text{Amount paid by employees for average meal at the subsidized cafeteria}}{\text{Difference } \mathbf{multiplied\ by} \text{ 222 working days}}$$

Beverages, Coffee, Tea

When provided by the employer throughout the working day, this benefit is treated separately from meals. Its quantification requires information on the type of beverage provided (e.g. tea, coffee), the frequency of service during the day and the average daily consumption of each employee. The following procedure should be followed in quantifying this benefit:

Cost of a comparable beverage in a UN cafeteria or coffee shop normally patronized by UN local staff

multiplied by

the amount consumed per day (e.g. number of cups of tea/coffee)

multiplied by

222 working days

Company Products

Some employers who are in the manufacturing business provide their employees with a regular supply of the products they produce (e.g. food, beverage, tobacco or soap products) either free of charge or at discounted prices. This benefit should be quantified as follows ensuring that the variables reflect the volume or total products received by an employee during the year:

Wholesale price of the products

Less

Amount paid by the employee for such products

When the company products are provided at infrequent intervals, e.g. household appliances, the above difference should be *multiplied by* the percentage of staff who are entitled to and avail of this benefit during the year.

Low-Interest Loans

Housing Loans. When an employer provides its employees with low interest housing loans, it should be determined whether the benefit is available to all employees or only to certain grades. The benefit should be quantified only for the surveyed jobs entitled to such benefit, calculated as follows:

Maximum allowable amount of loan either as a fixed amount or as a function of base salary (number of months of base salary or percentage of annual base salary)
divided by
2 (to reflect average value of loan)
multiplied by
Savings in interest, calculated as:
Market interest rate
Less
Interest rate charged by employer for housing loan
multiplied by
Years of repayment
divided by
30 years (considered as the average length of a UN career)
multiplied by
Utilization (percentage of the employer's staff that actually avail themselves of this benefit)

The above calculation may need to be done for each surveyed job since the amount borrowed may differ by job or grade.

If more than 1 year of service with the employer is required for an employee to take advantage of this loan, the benefit should be reflected only in the analysis of maximum salaries.

Other Loans. Loans provided by employers for purposes other than housing, i.e. for purchase of car, appliances and such other personal uses are treated separately from housing loans. As with housing loans, it should be determined whether the loans are available to all employees of the comparator or only to certain grades. These loans should be quantified only for the surveyed jobs entitled to such benefit, using the following calculation:

Maximum allowable amount of loan either as a fixed amount or as a function of salary (number of months of base salary or percentage of annual base salary)
divided by
2 *multiplied by*
Savings in interest calculated as:
Market interest rate
less
Interest rate charged by employer for the loan
Multiplied by
Utilization (percentage of the employer's staff that actually avail of the benefit)

It may be necessary to perform the above calculation for each surveyed job since the amount borrowed may differ by job or grade.

It is important to note that the total value of the benefit from all other loans is subject to a maximum (cap) which is equivalent to 3% of the taxable gross income of the surveyed job to which the calculations refer.

If more than 1 year of service with the employer is required for employees to avail themselves of this loan, the benefit should be reflected only in the analysis of maximum salaries.

Company-Sponsored Activities

Events or celebrations organized for employees which are fully subsidized by the employer, such as **picnics, parties, dances** should be quantified on the actual cost to the employer for each employee. This cost per employee is determined as follows:

$$\begin{array}{c} \text{Total cost of the event} \\ \textit{divided by} \\ \text{Total number of employees} \end{array}$$

It should be noted that only amounts applying to the employee are included in salary data. Where the employer also budgets for family members, these amounts should be used in calculating employer expenses for dependency allowances.

Vacation

Cash (Vacation Bonus). When provided as a cash benefit, the specific amount or percentage of the salary as offered for each surveyed job should be utilized. It is also acceptable to calculate an average of either the specific amounts or the percentage of the salary as offered by the employer to all the surveyed jobs and utilize the average calculated.

Non-cash. Some comparator employers opt to provide vacation benefits in the following ways:

Vacation package. When provided this way, the benefit should be quantified at the cost of the package to the employer, ensuring that the cost is applicable only to the staff member. Portions applicable to family members may be considered in the calculation of dependency allowances. The package may consist of:

Travel fare. To quantify this benefit, the comparator employer should not be engaged in the travel business, e.g. airline, transport company, travel agency. Free or discounted travel benefits provided by such businesses should not be quantified in the analysis. The benefit is quantified at the fare paid by the employer, taking into account any discounts or surcharges applicable.

Hotel accommodation. As with the travel fare, the comparator employer should not be in the hotel business. The benefit is quantified at the hotel room cost paid by the employer, taking into account any discounts or surcharges applicable.

Vacation cottages. When owned by the employer, quantification is based on the annual cost to the employer of maintaining such facility, divided by the total number of staff entitled to its use. If rented, quantification is based on the rental cost to the employer for the duration of each employee's entitled period of occupancy.

Items Provided In Kind

When provided by a comparator employer, this benefit is quantified at the amount which was spent by the employer in purchasing the item on the market. This information is normally easy to obtain from the employer's accounting records. Examples of these items are:

Uniforms. This benefit must be excluded for those jobs which are provided the same benefit by UN Offices, e.g. Messengers and Drivers.

Christmas gift. This is sometimes provided in the form of a Christmas basket, a turkey or ham.

Rice. In quantifying this benefit, the quantity provided per annum, e.g. number of sacks or pounds should be *multiplied by* the unit cost paid by the employer.

Benefits Provided Only To Specific Jobs/Grades

Certain benefits are provided by employers only to some of their jobs or grades. In such cases, these benefits should be quantified only for the specific surveyed jobs against which the UN jobs are matched. Such benefits are quantified on the basis of the amount actually spent by the employer. Examples of these benefits are:

Secretary's Day. Only quantified for secretarial jobs, this benefit is usually provided by the employer either as a gift or lunch/dinner.

Laundry. This benefit is usually applicable only to the jobs/grades where uniforms are provided.

Entertainment. This benefit is usually offered as a fixed allowance to executive positions which are matched to UN National Officer category.

Club membership. Usually offered to executive positions, this benefit should be quantified at the cost to the employer.

Annex IX-A

Comprehensive Salary Survey Report by the Local Salary Survey Committee

Duty Station

Month, Year

1. Reference date of survey data collection:

2. Previous Comprehensive Survey:

Date undertaken (Mo/Yr):

Revision No(s):

Effective Date (Mo/Yr):

3. Interim Adjustments since last comprehensive survey:

	GS	NO
Revision no.		

Effective Date:

	GS	NO
% increase		

4. Employers surveyed and retained:

	Previous Survey				Current Survey			Reason for elimination
	Employers retained				Sur- veyed	Retained		
	Old code	GS	NO	GS		NO		
P	3M	A	Y	N	Yes	Y	Y	
Q	CitiBank	C	Y	Y	Yes	N	N	
O	Coca Cola	M	Y	Y	Yes	Y	N	
E	Colgate Palmolive	I	N	Y	Yes	N	Y	
B	Embassy of United States	K	Y	Y	Yes	N	N	
R	European Union	J	Y	Y	Yes	Y	Y	
	Intl Business Machines	H	Y	N	No			
	Procter & Gamble	D	Y	N	No			
	Warner Lambert	F	N	Y	No			
	Xerox	L	N	Y	No			

	New Employers		Retained		Reason for elimination
			GS	NO	
A	Emerson Network Power		N	N	
C	Embassy of Canada		N	Y	
D	Cadbury Adams		Y	Y	
F	Nestle		N	Y	
G	Pfizer		Y	N	
I	Embassy of United Kingdom		Y	N	
J	Merck Sharp & Dohme		Y	N	
K	Sony		N	N	
M	Kraft		Y	Y	
N	World Bank		Y	N	

5. Employer Benefits

See Summary of Benefits

6. Data Retention

Jobs 1, and 3 have been excluded due to insufficient matches.

All other benchmark jobs have sufficient matches

Grades G-1 G and -2 have been excluded due to insufficient matches and the Grades salary is determined through extra

7. Survey Results

General Service

The result of the survey shows that the average salaries of the 10 retained comapartors currently are 1.5% higher than

The LSSC recommends the following modifications to the current General Service scale:

CURR	Intergrade differentials	NEW
	G-1 to G-2	
	G-2 to G-3	
	G-3 to G-4	
	G-4 to G-5	
	G-5 to G-6	
	G-6 to G-7	
	Min-Max Span	

The recommended new salary scale is 1.5% over the current scale.

Non-Pensionable Component (NPC)

Current level in Revision 80	0.00%
Survey data at G-4 level	5.3%
Recommended new NPC	0.0%

National Officer

The result of the survey shows that the average salaries of the 10 retained comapartors currently are 3.7% higher than

The LSSC recommends the following modifications to the current National Officer Scale:

CURR	Intergrade differentials	NEW
	NO-A to NO-B	
	NO-B to NO-C	
	NO-C to NO-D	
	Min-Max Span	

The recommended new salary scale is 3.7% over the current scale.

Non-Pensionable Component (NPC)

Current level in Revision 39	0.00%
Survey data at NO-B level	2.9%
Recommended new NPC	0.0%

Annex IX-B

COMPREHENSIVE SALARY SURVEY

REVIEW BY HEADQUARTERS OF

DESIGNATED AGENCY OF LSSC REPORT

REPORT BY DESIGNATED AGENCY

TO RESPONSIBLE AGENCY

Country

Duty Station

Salary Scale Revision No(s).

Last Comprehensive Salary Survey

Last Interim Adjustment

Specialist(s):

Survey Conducted From:

LSSC Report Received on:

Referred to

Resp.

Agency?

Yes/No

Comments/Decisions by Responsible Agency

Reviewed by Designated Agency

1 EMPLOYERS

1.1 Adequacy of number of surveyed/retained

Number of employers surveyed	
Number of employers retained - G.S.	
Of above retained employers (GS), number of those previously retained	
Number of employers retained - N.O.	
Of above retained employers (NO), number of those previously retained	
Number of employers retained for both G.S. And N.O.	

1.2 Compliance with criteria for employer retention

Retained Employers have	Yes	No
Sufficient number of staff	x	
Sufficient number of matches	x	

Economic Sector represented	Code of retained empl. (GS)	Code of retained empl. (NO)
Public Sector		
Public Administration		
Embassies		
International Org./NGO's		
Public Sector Other		
Private Sector		
Finance, Insurance, Real Estate		
Transport, Storage and Communications		
Manufacturing		
Wholesale and Retail Trade		
Other		

2 JOB SELECTION

2.1 Utilization of standard fifteen GS benchmarks

(Explanation for deviations from standard 15 benchmarks.)

Benchmark population represents 69% of total GS population.

2.2 Consistency with previous survey

Additions: not applicable

Deletions: not applicable

Reviewed by Designated Agency	Referred Yes/No	Comments/Decisions by Responsible Agency
3 JOB MATCHING		
3.1 Appropriateness of job matches		
		Global patterns of job matches was used for: British Embassy, Canadian Embassy, EU, US Embassy,
3.2 Significant changes in job matches occurred in employer(s)		
		Not applicable
4 BENEFITS/ALLOWANCES		
4.1 Fringe benefits - acceptability		
		All benefits quantified in accordance with methodology
4.2 Changes in quantification methods - variance from automated formulae (acceptability)		
		Not applicable
5 OTHER COMMENTS ON SURVEY PREPARATIONS AND DATA COLLECTION		
5.1 Departures from methodology		
		Not applicable
5.2 Problems encountered		
		Not applicable

6 DATA ANALYSIS

6.1 Compliance with criteria for retention of data

Jobs excluded due to insufficient matchings:

1 2 3

Salaries for these Grades were established by extrapolation:

G-1 G-2

6.2 Departures from methodology

Not applicable

7 CONSTRUCTION OF SCALE

7.1 Method used in establishing recommended scale

Survey Data G.S.		Recommended G.S. Scale
	Overall Weighted Average Increase	
	Min-Max Span	

Survey Data N.O.		Recommended N.O. Scale
	Overall Weighted Average Increase	
	Min-Max Span	

7.2 Comparison of current and recommended scales

CURRENT G.S. SCALE		RECOMMENDED G.S. SCALE
	Intergrade Differential	
	G-1 to G-2	
	G-2 to G-3	
	G-3 to G-4	
	G-4 to G-5	
	G-5 to G-6	
	G-6 to G-7	
	Min-Max Span	

CURRENT N.O. SCALE		RECOMMENDED N.O. SCALE
	Intergrade Differential	
	NO-A to NO-B	
	NO-B to NO-C	
	NO-C to NO-D	
	Min-Max Span	

7.3 Problems encountered/other comments

Not applicable

8 EFFECTIVE DATE

8.1 Appropriateness of proposed date

The above date is consistent with the month of data collection

9 ALLOWANCES

9.1 Appropriateness of changes proposed

Dependency Allowances	Revised	Basis	
		2.5%	Local Practice
Child	2388	x	
Spouse	0		
Secondary Dep.	0		
		5% of G-5/l	
Language All.	3420	x	
Transport Charge			
Funeral Grant	0	0	x

9.2 Non-pensionable component

Non-taxable benefits included in total salaries	
G.S. Survey	N.O. Survey
5.3%	2.9%

Non-pensionable component	
Current G.S. Scale	Recommended G.S. Scale
0.00%	0.0%
Current N.O. Scale	Recommended N.O. Scale
0.00%	0.0%

10 INTERIM ADJUSTMENT PROCEDURE

10.1 Existing method

[Annual interim surveys](#)

10.2 Special conditions prevailing at duty station

Not applicable

10.3 Appropriateness of recommended procedure

Annual interim surveys based on local practice

11 SITUATION REQUIRING MODIFICATION TO STANDARD METHODOLOGY

Not applicable

12 SPECIAL MEASURES

Not applicable

13 ISSUES ON WHICH NO CONSENSUS EXISTS**13.1 No consensus within LSSC:**

Not applicable

13.2 Divergence of views between LSSC and Salary Survey Specialist

Not applicable

14 SUMMARY OF RECOMMENDATIONS

UNDP supports the recommendadtions of the LSSC.

Specifically:

UNDP supports the recommendations of the LSSC.

Specifically:

a: Approve revision(s):

	Revision number	Increase
GS:		
NO:		

b: Issue above revision(s) with effect from:

c: Revise child allowance on the basis of 2.5% of salaries at midpoint and language allowance on the basis of 5% of G-5/l.

d: Authorize establishment of following Non-pensionable components:

GS: 0.0%
NO: 0.0%

e: Authorize annual interim surveys in accordance with local practice.

15 OTHER RELEVANT ISSUES

Data analysis has been carried out using the established Common Work Week of 36.875 hours .

Review prepared by:

Date

Approved by:

Name & Title

Signature

Date

Annex XI

United Nations  Nations Unies

HEADQUARTERS • SIEGE NEW YORK, NY 10017

TEL.: 1 (212) 963.1234 • FAX: 1 (212) 963.4879

REFERENCE: 2-1

Dear Mr./Ms.,

We are pleased to forward to you herewith the Comprehensive Salary Survey Report for Duty Station, which was conducted in February 2006 by the United Nations. The Report includes the following:

- (a) Summary on How the United Nations Conducts its Salary Surveys;
- (b) All Employers Total Gross Salaries by jobs.

We have also included the United Nations salary scales, effective 1 February 2006. It should be noted that the recently completed comprehensive salary survey resulted in an increase of 5.4% to the existing salary scales.

You will note that, in order to protect the confidentiality of the data, the information has been coded. The code assigned to your organization is _____.

We would like to take this opportunity to express our gratitude for your contribution to this important exercise. Should you require any further information on this survey or wish to provide feed back please do not hesitate to contact us. We look forward to a continued mutual exchange of information in the future.

Yours sincerely,

(Representative of the Designated Agency)

Annex XI



UNITED NATIONS

HOW THE UNITED NATIONS CONDUCTS SALARY SURVEYS

1. The United Nations conducts a comprehensive local salary survey approximately every four years at each of its non-headquarters duty stations. Local employers believed to offer the best prevailing conditions of employment are requested to participate in the survey process.
2. Salaries and other conditions of service offered by the local employers are collected and analyzed, based primarily on outside matches with 15 typical non-professional support jobs determined to be broadly representative of the general labour, secretarial, financial and administrative support work performed at each grade level in the United Nations organizations. In locations where the United Nations employs national staff at the professional level, compensation data is gathered for up to four levels of professional work (entry level, full working level, senior executive and managerial).
3. Salaries at the hiring minimum and the maximum attainable levels and allowances/benefits are collected for each employer for each of the surveyed job.
4. United Nations salaries are net of taxes, whereas salaries (and some allowances) of most outside employers are subject to taxation. For this reason, the data on gross or pre-tax salaries and allowances are converted to net terms by application of normal tax regulations, so as to ensure that United Nations employees will be in a position equivalent to the after-tax position of employees in the surveyed employers. In the attached tables, however, salary figures are expressed in gross (pre-tax) terms in order to improve our feed back to the organizations participating in the United Nations salary survey.
5. Outside salaries are adjusted to reflect any difference between the workweek of the employer surveyed and that of the United Nations. Allowances/benefits (taxable and non-taxable), for which no comparable benefits are offered by the United Nations, are quantified and added to the salaries in accordance with the United Nations methodology. Social security benefits such as pension, medical insurance, life insurance and annual leave, however, are not quantified.
6. The official United Nations salary scale for a duty station is developed based on the data from a selection of the best employers.

Annex XI

DUTY STATION COMPREHENSIVE SALARY SURVEY

7. The Duty Station comprehensive salary survey was conducted during the month of February 2006. Data were collected from the following employers:

Australia Embassy	Air France / KLM
British Embassy	Alternative Rural Development
Canadian Embassy	CLAL Insurance Enterprise
European Union	Development Alternative Inc.
German Embassy	Golden Line
Japan Embassy	IBM
US Embassy	Lufthansa
World Bank	Orange
	RAD Data Communication
	Sale Direct Marketing
	Swiss Airlines

8. The following benefits in kind and in cash provided by the employers were quantified in accordance with the United Nations salary survey methodology:

Taxable	Non-Taxable
13th Month	Beverages
14th Month	Cafeteria
Annual Gift	Car
Attendance Bonus	Clothing
Bonus	Company Sponsored Activity
Coupons	Education Fund
Dental / Life Allowance	Electricity Reimbursement
Holiday	Food Coupons
Newspaper	Gift Coupon
Performance Bonus	Loan
Premium	Meals Allowance
Telephone	Mobile Phone
Transportation	National Insurance Reimbursement
Vacation Bonus	Refreshment
	Religious Allowance
	Travel Allowance
	Uniform Allowance



All Comparators - Total Gross Salaries

page 1

Duty Station:
Reference Date:
Currency:

UN job: Messenger

UN grade: GS-1

Main duties: Collects and delivers mail, pouches and other communications from and to the post office, government, agencies and other institutions;

	A	B	C	D	E	F	G	H	I	J	K	L
Employer Code:												
Annual Basic Salary			27480									40020
			38472									60000
Taxable Benefits												
Non-Taxable Benefits												
			10739									
			10739									
Total Compensation												
												40020
												60000
Employer workweek (hours):			40									42.5

7

All Comparators - Total Gross Salaries		Duty Station:																																																																																																																											
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Employer Code:		M	N	D	P	G	R	S	T	U	V																																																																																																																		
Annual Basic Salary	Min	50400	40140				70980	60000	40020						Max	55668	117600				127760	84000	60000					Taxable Benefits	Min	10782	23540					1038	9918						Max	11143	23540					1453	11375					Non-Taxable Benefits	Min	665	7522					5950	5344						Max	665	13615					5950	5729					Total Compensation	Min	61847	71202				70980	66988	55282						Max	67476	154755				127760	91403	77104					Employer workweek (hours):		42.5	39				40	42.5	40				
	Max	55668	117600				127760	84000	60000					Taxable Benefits	Min	10782	23540					1038	9918						Max	11143	23540					1453	11375					Non-Taxable Benefits	Min	665	7522					5950	5344						Max	665	13615					5950	5729					Total Compensation	Min	61847	71202				70980	66988	55282						Max	67476	154755				127760	91403	77104					Employer workweek (hours):		42.5	39				40	42.5	40																		
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Annex XII

Model Confidentiality Pledge Letter for Participation in the Local Salary Survey Committee/Survey Team

As a member of the Local Salary Survey Committee/data collection team for the _____ survey of best prevailing conditions of employment of General Service and other locally recruited staff, I recognize that confidentiality is vital to the effective conduct of the survey. Accordingly, I pledge to respect and preserve the confidentiality of employer-specific survey-related data obtained as a result of my participation in the survey.

Furthermore, my participation in the Local Salary Survey Committee/data collection team is in reliance upon the preservation of confidentiality of the survey data. I understand that the confidentiality of these data is to be maintained throughout the survey process. For the duration of the data collection phase, I shall no longer represent my normal constituency (i.e., administration or staff) and shall report to the designated agency and its secretariat. a/ I also understand that contacts with participating employers aimed at seeking additional information and/or clarifying data collected, subsequent to the completion of the survey, must be authorized by the designated agency. Once the survey is completed, I can make use only of information that becomes public through the salary survey report.

I further understand that a breach of confidentiality, such as by divulging any employer-specific survey-related data, including judgmental statements pertaining to such data, to a party outside the International Civil Service Commission, representatives of the responsible and designated agency, the Local Salary Survey Committee and data collectors can lead to a major disruption of the current, as well as future surveys and should be considered as sufficient reason for my replacement in the survey process and, additionally, may render me liable to face appropriate disciplinary procedures by my organization, without prejudice to my rights under the rules and regulations.

Signature _____ Date _____

Name _____

a/ This sentence relates to survey team members only.