UNEP / Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals (CMS)

REVIEW OF JOB CLASSIFICATION

Final Report
3 October 2016

List of Acronyms

AEWA	Agreement on the Conservation of African-Eurasian Migratory Waterbirds
AFMU	Administrative and Fund Management Unit
ASCOBANS	Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas
CMS	Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals
COP	Conference of Parties
ERP	Enterprise Resource Planning (suite of business software)
FTE	Full-Time Equivalent
GJP	Generic Job Profile (developed by the UN)
EUROBATS	Agreement on the Conservation of Populations of European Bats
GS	General Service level
HR	Human Resources
ICSC	International Civil Service Commission
IMIS	UN business process software replaced by Umoja
JD	Job description
MEA	Multilateral Environmental Agreements
MOP	Meeting of Parties
MOU	Memorandum of Understanding
TOR	Terms of Reference
Umoja	Recently introduced ERP software for administrative / financial operations
UN	United Nations
UNEP	United Nations Environmental Programme
UNON	United Nations Office at Nairobi

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I. INTRODUCTION

1. This report presents the findings and recommendations from a review of grade levels at the Secretariat of the Convention on the Conservation of Migratory Species (CMS) in Bonn, Germany. The review was conducted by an external consultant with experience in organizational analysis and job classification using the UN common classification standards. Recommendations are presented to senior management, and may serve as the basis for future re-classification proposals to either the Standing Committee or the Conference of Parties (COP). Final authority for re-classification of CMS posts lies with UNEP/UNON in Nairobi.

2. The consultant was also engaged outside of this review to evaluate six posts at the secretariat for the Agreement on Conservation of African-Eurasian Migratory Waterbirds (AEWA), also Bonn-based and part of the broader CMS family. The same processes and methodology was used for both organizations.

3. To help dispel some of the myths surrounding job classification in the UN, and to mitigate misunderstanding and misuse, this report provides some basic definitions and explanations of job classification purposes, principles and processes within the UN system.

II. BACKGROUND

4. CMS is one of several Multi-lateral Environment Agreements (MEAs) operating under the umbrella of the United Nations Environment Programme in Nairobi. Also based in Bonn are the following CMS Agreements: AEWA, ASCOBANS, EUROBATS and the Gorilla Agreement. These legal binding agreements have their own governing bodies e.g. Meetings of Parties (MOPs). The Executive Secretaries of AEWA and EUROBAT report to the Executive Secretary of CMS for administrative matters and communications with UNEP. ASCOBANS, and Gorilla Agreement operate within the CMS structure and reporting relationships. All five share administrative and financial services provide by CMS.

5. The last whole-office classification of CMS was conducted in 2001, also by an external consultant. Since then, the number of MOUs serviced by CMS has increased from five to 19. The number of full-time equivalent staff (FTEs) has increased as well, from 13 to 20.2 not including extra-budgetary staff outposted in Abu Dhabi, Bangkok and several project-funded posts for ASCOBANS, CITES, and the Sharks MOU. At the COP in 2014, the Parties opted for a Zero Nominal Growth budget, which has required cost cutting to compensate for inflation.

6. The growth in staff and MOUs since 2001 has required adjustments in duties, responsibilities, jobs and titles for some staff members. Then in 2014, CMS undertook a major restructuring, resulting in a redistribution of some functions and the creation of two new work units. More specifically, programme implementation and support functions were re-aligned from a function-based structure to one based on the three main species categories: Avian, Aquatic and Terrestrial. A Conference Services Team was created, staffed by administrative and clerical support staff drawn from the former substantive units at currently headed by the Deputy. Within the CMS Family, AEWA and CMS agreed on a pilot project to create a joint Information Management, Communication and Outreach Team, with staff drawn from each group. *Annex 1* shows the current organizational structure of CMS.

7. A decision by the Parties at COP9 requested the UNEP Executive Director to undertake a grading of posts by 2011 to enable decisions at COP10, taking into account the outcome of the Working Group on Future Shape of CMS. The audit conducted in 2014 repeated that the Executive Secretary of CMS should proceed with a review of grading of each post. The restructuring in 2014 reinforced the need for this review, which began in October of 2016.

III. PURPOSE AND PRINCIPLES OF JOB CLASSIFICATION

8. Job classification is the system by which the UN determines the appropriate pay grade for each staff member. It is designed to objectively and accurately define and evaluate the duties, responsibilities and authorities of a post without regard to the knowledge, skills, experience, and education of the incumbent. This method of establishing internal pay differentials is called **"rank-in-job".** The UN adopted rank-in-job instead of "**rank-in-person"** mainly because it is less open to subjectivity, discrimination, politics and favouritism, and better able to adjust to changing organizational demands.

9. Each post is rated against criteria defined by the ICSC, with a set number of points assigned to each rating. The total number of points determines the classified level of the post. For example, for General Service posts, the UN classification standard includes the following factors:

- Nature of the work: focus, scope, and knowledge, skills and expertise required;
- Organizational environment: organizational context and managerial guidelines received;
- Teamwork and relationships: engagement, contacts, language skills; and
- Results: impact of actions, team roles.

10. Classification factors for Professional posts vary somewhat and include the following:

- Nature of Work: focus, scope, deliverables, context
- Enabling Environment: organizational context, managerial focus, exposure/risk
- Partnership: engagement, communities of interest
- Results: impact of actions, leadership roles

11. In principle, the basis for job classification system is ***the post and not the person***, but the process is sometimes misused to further individual needs rather than those of the organization. It is important therefore to reinforce and clarify for staff and management some of the realities of job classification. The most common misperceptions are that classification upgrades may be granted based on time in the job and/or good performance. The reality is that no matter how long a staff member has been in a particular job or how well they are performing, re-classification is justified only if the duties and responsibilities themselves have changed significantly. Similarly, a substantial increase in the volume of work may be a management and staffing issue, but it is not a justification for re-classification. Other factors NOT considered in job classification include:

- Individual traits, attributes and educational background;
- Duties assigned on a temporary or acting basis;
- Introduction of new tools and automated systems; and
- Market factors (supply and demand for certain job categories).

IV. SCOPE AND METHODOLOGY

12. The review covered 13 General Service posts and 11 Professional posts. Temporary posts, interns, consultants and project-funded posts were not evaluated, with the exception of informal guidance provided on one project-funded Associate Programme Officer. Because of the retirement of the Team Leader in Bangkok, the consultant was also asked to provide informal guidance on the grade level for that post. Vacant posts were evaluated based on the job description and /or vacancy announcement with clarification as needed from the hiring manager. Within the CMS Family, AEWA was covered by a separate contract, while ASCOBANS and EUROBATS were not included in this review except where CMS staff might work part-time for either group.

13. Prior to the onsite work, the consultant provided a standard template, shown in *Annex 2*, and asked that job descriptions be updated and approved by respective supervisors. Also in advance, CMS provided a variety of background documents, including current and past organigrams, staffing tables, individual work plans, current job descriptions and previous job descriptions.

14. In Bonn, the consultant received initial briefings from the Executive Secretary and the Deputy Secretary. The consultant then briefed all staff on the purpose of the review, the methodology, job classification principles and the factors that are and are not considered in UN job classification. In order to get clarification of the relevant job description and fill in blanks, the consultant met individually with each staff member in the office during the eight-day onsite visit.

15. Based on the job descriptions, interviews, and the context of each job within the structure, General Service posts were classified using the New Master Standard for General Service Posts promulgated by the ICSC in 2009. This is an automated system that assigns points to individual factor ratings and then calculates a total score and consequent grade level. Classifiers also use various benchmark job descriptions provided by the UN which are helpful when a post straddles the line between one level and another.

16. Professional posts were classified using the Master Standard for Professional Posts developed by the ICSC in 2004. The pre-classified UN Generic Job Profiles were also good references for this review.

17. Classification results were recorded in an Excel database for this report, found in *Annex 3*. Brief, individual rationales are found at *Annex 4*. The ICSC rating forms for each post are provided separately to CMS management and eventually to UNEP.

18. For posts recommended for re-classification, the consultant made note of any job title changes needed to be consistent with UN practices. These are the official job titles used for administrative purposes.

V. APPROACH TO CLASSIFICATION ISSUES

19. Organizational context: Classifiers must review each job in its full organizational context. Functions are considered in relation to those of the jobs above and below in the hierarchy and elsewhere in the work unit. The classifier has to understand the source of any higher-level work delegated by the supervisor and the amount of work available to support each grade level. Failure to consider jobs in their full context can lead to inaccurate classification.

20. Organizations in transition Classifiers base their findings on a "snapshot" of the organization as currently structured and on jobs as currently defined; they cannot classify moving targets. But organizations are dynamic and often at one stage or another of restructuring or redistributing work. At CMS, for example, the combined Information, Communications and Outreach Team was formed as a pilot project to see if this arrangement is better for both CMS and AEWA. The Conference Services Team formed in 2014 is also a work in progress. For this exercise, it was determined that the intended roles and responsibilities are clear enough at this point to go ahead with classification. But jobs in these or other units that change significantly in the future may have to be re-visited as part of regular job classification maintenance.

21. Budget limitations: Classifiers advise on proper grade levels for the work being performed regardless of the financial impact of any re-classification proposals. If the organization's budget will not support proposed upgrades, then management may have to consider other alternatives.

22. Conservative approach and resistance by governing bodies*:* The CMS member states are understandably conservative about approving new staff or higher grade levels for existing staff. Austerity movements at home and the reality that UN salaries can be higher than those within a Party's own civil service no doubt contribute to this financial conservatism. Nevertheless, job classification compares the duties and responsibilities of jobs within the UN system globally. Classifiers do not try to factor in market issues or governing body budgetary concerns. It is internal equity being sought, not external competiveness or fairness. So for this exercise recommendations may in some cases go against the prevailing sensibilities of the Parties.

23. Comparison with other UN agencies: UN staff members understandably want to compare their own jobs with those they know or hear about in other UN organizations and, on that basis, may conclude that their job in under-graded. Such comparisons are often faulty and unhelpful because a) the jobs may be the same in title but not in actual content, b) it is not certain that the comparator job has been accurately classified and, c) the other organizations may be different in size, scope of work and complexity of functions. Only a proper classification against the common UN standard can provide accurate comparisons across organizational lines.

24. Consistency with CMS Family: The consultant was asked to help ensure a reasonable parity in grade levels within the CMS family. The UN common system itself should ensure parity, but the consultant was particularly mindful of relativity within the CMS family.

25. Introduction of Umoja: In 2015, the UN introduced "Umoja" a new Enterprise Planning Resource (ERP) across its agencies and affiliate organizations. As with any new business software, especially one on this magnitude, it has taken time for staff members to learn and implement the system effectively and to realize its benefits in terms of productivity, accuracy and potential time savings. Some jobs are more affected than others, but the introduction of new software or other tools seldom has an impact on grade levels.

26. Local labour market: Duty stations like Bonn offer a wealth of university-educated job applicants for whom the P-2 level (or even G-5/6 for that matter) provides an attractive salary, even if they might be over-qualified for the work itself. This is a complex financial, recruitment and HR issue, but has no bearing on job classification.

27. Impact of growth: Growth in the number of staff, the budget or, in the case of CMS, the number of agreements/MOUs signed do not by themselves have an impact on grade levels. It is always the nature of the work itself that controls grade level.

28. Use of UN Generic Job Profiles (GJPs): GJPs developed by the UN are useful as a basis for vacancy announcements and as a benchmark for job classification, especially for new posts.

But for some jobs, the distinctions between levels may not be as clear as they should be, leading incumbents to incorrectly see their jobs at the next highest level. For this review, incumbents were discouraged from using content from the relevant GJP.

VI. FINDINGS AND RECOMMENDATIONS

29. Table 1 below lists the posts that are found to be either under- or over-graded based on the UN master standards. All other posts are found to be properly classified at current levels. A brief discussion of the recommended re-classifications is provided below. Brief rationales for all posts included in this exercise are found in *Annex 4.*

Table 1: Posts Recommended for Re-Classification

Title	Unit	Current grade	Proposed grade	Remarks
Team Assistant	Executive Office	G-4	G-5	upgrade
Assoc. Programme Officer.	Aquatic Species	P-2	P-3	upgrade
Assoc. Programme Officer	Aquatic Species	P-2	P-3	Project post*
Assoc. Programme Officer	Terrestrial Species	P-2	P-3	upgrade
Assoc. Programme Officer	Fundraising /Partnerships	P-2	P-3	upgrade
Assoc. Programme Officer	Communication/ Information	P-2	P-3	upgrade
Public Info. Assistant	Communication/ Information	G-7	G-6	downgrade
Meeting Services Assistant	Conference Services	G-5	G-6	upgrade
Team Assistant	Conference Services	G-4	G-5	upgrade
Team Assistant	Conference Services	G-4	G-5	upgrade
Team Assistant	Conference Services	G-4	G-5	upgrade
Team Assistant	Conference Services	G-4	G-5	upgrade
**Advisory only. Project funded post not officially classified.*				

30. Nearly half of the posts reviewed are proposed for upgrade, unusually high in a whole-office classification exercise, but at CMS all but one of the proposed upgrades are found in just three job categories:

P-2 Associate Programme Assistants

31. For this category, re-classifications are proposed not because of changes in duties and responsibilities, as is usually the rationale, but because the original recruitment levels were likely too low, driven more by budgetary limitations and governing body conservatism than by a proper assessment of the intended nature of the work. As suggested in the Introduction, it is understandable that the Parties would find P-2 to be a sufficient level for recruiting a Programme Officer in light of their own government salary scales, and perhaps because they know that highly qualified applicants can be found at this level. But this review is not concerned with UN salary levels relative to the overall market, but instead looks only at internal equity as judged by comparisons with UN common standards and benchmarks.

32. P-2 is in effect the entry level for professional staff in the UN system. At the P-2 level, a Programme Officer would not be expected to lead missions or have substantive external contacts with important stakeholders or government officials. S/he would not represent CMS at meetings of the Parties or intervene on behalf of CMS in matters of any controversy. A P-2 would have only limited independence in setting meeting objectives and agendas, hiring consultants, initiating programme changes, or in directly promoting efforts to strengthening collaboration. Draft documents on substantive matters prepared by a P-2 would receive thorough review before submission externally. All of this is more closely aligned to the P-3 level for Programme Officer.

33. What has happened on occasion is that original job descriptions and/or vacancy announcements determined —in some cases by UNEP/UNON—to be at the P-3 level have had to be re-written at a lower level to meet with approval of the Parties. But when the actual work performed by the incumbent reflects the original job description, then a classification issue arises. There may be budget and management issues to be addressed, but job classification against UN standards shows that current P-2 Associate Programme Officers at CMS are working at the P-3 level.

34. This is not to say that there should be no P-2 level Programme Officers but rather that management and, for that matter, governing bodies should have a clear understanding of the expectations for P-2 versus P-3.

Conference Services Unit

35. The creation of the Conference Services Unit was intended to bring together the standard range of meeting service functions into a single unit. The unit was staffed by four G-4 and one G-5 administrative and clerical support staff drawn from the former substantive units. Their duties had included some traditional secretarial tasks, various tasks in meeting/conference servicing, and a variety of administrative functions. In the current arrangement, the secretarial/clerical tasks have been reduced and the emphasis shifted to meeting services, including logistics, travel arrangements, registrations, credentials, visas, documents production and management.

36. The duties of a G-4 Meeting Services Assistant as described by the UN GJP are routine clerical and administrative functions related to preparation and distribution of documents before and during meetings, updating schedules and room charts, setting up meeting rooms, making reservations and support to travel arrangements. By contrast, the G-5 level is the more typical found in MEAs for Meeting Services Assistant, with responsibility for travel and visas for delegates, pre-meeting research and preparation of reference materials, online registration, arranging accommodations, preparation of floor plans, and drafting of meeting-related correspondence. Meeting Assistants at CMS may contact participants directly in regards to travel

and other arrangements. Some of the current incumbents are asked to provide in house translations in Spanish or French, not expected at the G-4 level.

The current G-5 Meeting Services Assistant does not at this point directly supervise the lower level staff, but does delegate and coordinate work at Headquarters and at missions. Similar to the unit as a whole, this post is a work in progress. Since the establishment of the Unit under the overall direction of the Deputy, this post is taking on more and more responsibility for managing subordinate staff and therefore the post is recommended for the G-6 level.

Information, Communication and Outreach Unit

37. The 2014 restructuring also created a joint CMS-AEWA Communications, Information and Outreach Unit. The unit was staffed by one full-time P-2 and one part-time G-4 drawn from AEWA and one full-time G-7, a part-time G-4 and one part-time P-2 drawn from CMS. The objective was to enhance public information and outreach efforts in response to requests made by the Standing Committee of the COP.

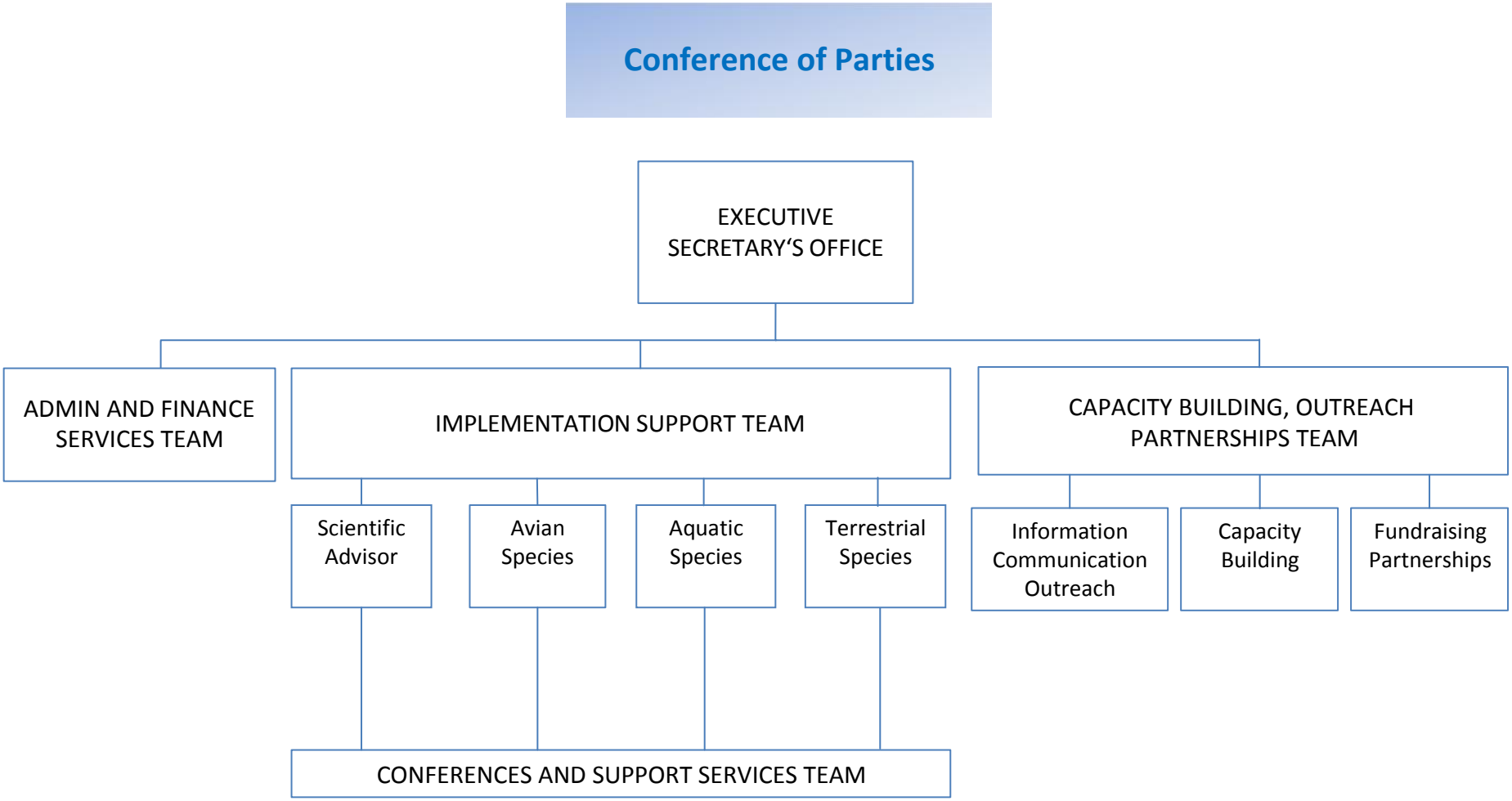
38. AEWA's existing P-2 Information Officer was selected to lead the unit. Based on broader responsibilities, supervisory responsibly for four subordinate staff members, and oversight of one consultant and 6-8 interns, this post is recommended for the P-3 level, consistent with UN benchmarks.

39. The G-4 Team Assistant brought from AEWA for the unit has already been approved by UNON for upgrade to G-5. The G-4 Team Assistant contributed by CMS had been performing secretarial and general administrative functions, but in the new post is involved with website content, social media, research, visuals and is the focal point for "World Migratory Bird Day." This post is also proposed for G-5 Meeting Services Assistant.

40. The G-7 Sr. Public Information Assistant post contributed by CMS is focused on relations with local and international news media, press releases, review of international events relevant to the CMS Family. However the post did have lead or supervisory duties prior to the restructuring and has none at this point. The G-7 level in the UN is rare and is typically expected to have supervisory duties. Within the new organizational structure, this post is proposed for G-6 instead of G-7.

Annex 1

UNEP/CMS Secretariat Functional Structure



Annex 2

UNEP / CMS Job Description

In preparing this job description, please do not:

1) *Use wording from UN or UNEP generic job descriptions;*
2) *Overcomplicate the job description;*
3) *Describe detailed processes. (Only describe main functions.)*

Job Title: Click here to enter text.
Organizational Unit: Click here to enter text.
Post Number: Click here to enter text.
Grade Level of the Post:Click here to enter text.
Incumbent: Click here to enter text.
Immediate Supervisor: Click here to enter text.
General purpose and context of the job (maximum 2-3 sentences): Click here to enter text.
Supervisory or lead responsibility if any: Click here to enter text.
Primary duties (10-15 maximum). ***Please use descriptive action verbs to describe duties; avoid "assist" and "coordinate.")***Click here to enter text.
Regular contacts, internal and external: Click here to enter text.
Authorities and independent decision making:*Click here to enter text.*
Significant changes in duties since last classification/ since recruitment: Click here to enter text.

Signatures :
I have reviewed the above job description for my post and agree that it accurately reflects my current duties and responsibilities: Name/Title of Incumbent Signature Date: Click here to enter text.
Certification of correctness of job description: Name/Title of Immediate Supervisor Signature Date: Click here to enter text.

Incumbent comments:

Click here to enter text.

Supervisor comments:

Click here to enter text.

Annex 3:

Results of CMS Classification Review (2016)						
Functional Title	**Org Unit**	**Post number**	**Current Level**	**Proposed Level**	**Result**	**Remarks**
Executive Secretary	Executive Office	3060-0908	D-1		n/a	not included
Deputy Executive Secretary	Executive Office	3060-0909	P-5	P-5	confirm	
Administrative Assistant	Executive Office	3060-0912	G-6	G-6	confirm	
Administrative Assistant	Executive Office	3060-4835	G-4	G-5	UPGRADE	
Administrative Officer	Administration & Finance	3060-0714	P-4	P-4	confirm	
Finance & Budget Assistant	Administration & Finance	3060-3587	G-6	G-6	confirm	
Finance & Budget Assistant	Administration & Finance		G-5	G-5	confirm	
Administrative Assistant	Administration & Finance	3060-3588	G-5	G-5	confirm	Propose re-title: HR Assistant
Administrative Assistant	Administration & Finance	3060-3589	G-5	G-5	confirm	
Programme Management Officer	Scientific Advisory	3060-2639	P-4	P-4	confirm	(Scientific Advisor)
Programme Management Officer	Avian Species Team	3060-0911	P-4	P-4	confirm	(Team Leader)
(JPO)	Avian Species Team					JPO's not classified
Programme Management Officer	Aquatic Species Team	3060-3686	P-4	P-4	confirm	(Team Leader)
Assoc. Programme Mgmt. Officer	Aquatic Species Team	3060-5229	P-2	P-3	UPGRADE	Re-title: Programme Officer
Assoc. Programme Mgmt. Officer	Aquatic Species Team	3060-6394	P-2	P-3	UPGRADE	Project post: guidance only

Functional Title	Org Unit	Post number	Current Level	Proposed Level	Result	Remarks
Programme Management Officer	Terrestrial Species Team	n/a		P-4	n/a	P-4 Team Leader post yet to be established
Assoc.Programme Mgmt. Officer	Terrestrial Species Team	3060-5228	P-2	P-3	UPGRADE	Re-title: Programme Officer
Assoc. Programme Mgmt. Officer	Aquatic Species Team		P-2		n/a	(under recruitment / P-2 approved by UNEP)
Assoc.Programme Mgmt. Officer	Fundraising / Partnerships	3060-5339	P-2	P-3	UPGRADE	Re-title: Programme Officer
Capacity Building Coordinator	Capacity Building			P-3	New JD	Programme Management Officer
Assoc.Programme Mgmt. Officer	Communications/ Info. Mgmt.	3060-5163	P-2	P-3	UPGRADE	Re-title: Public Info.Officer
Public Information officer	Communications/ Info. Mgmt.		P-2	n/a	n/a	temporarily filled by consultant
Senior Public Information Assistant	Communications/ Info. Mgmt.	3060-0915	G-7	G-6	DOWNGRADE	
Public Information Assistant	Communications/ Info. Mgmt.	3060-4526	G-5	n/a	n/a	AEWA funded / re-classified 2016
Team Assistant	Communications/ Info. Mgmt.	3060-2638	G-4	G-5	UPGRADE	propose: Public Information Asst.
Meeting Services Assistant	Conference Services	3060-0914	G-5	G-6	UPGRADE	Team Coordinator
Team Assistant	Conference Services	3060-6067	G-4	G-5	UPGRADE	re-title to Meetings Assistant
Team Assistant	Conference Services	3060-0916	G-4	G-5	UPGRADE	re-title to Meetings Assistant
Team Assistant	Conference Services	3060-6067	G-4	G-5	UPGRADE	re-title to Meetings Assistant
Team Assistant	Conference Services	3060-3569	G-4	G-5	UPGRADE	re-title to Meetings Assistant

Annex 4

CMS Classification Review (2016)

Results and Rationales

Executive Office

1. Deputy Executive Secretary: (*Confirmed at P-5)* Wide range of functions including planning and coordination of CMS substantive and administrative work. Manages professional levels, including other P-5s in Bangkok and Abu Dhabi. Range of external contacts including ambassadorial and senior level officials. Reports to D-1 Executive Secretary.

2. Administrative Assistant (Personal Assistant to ES): (*Confirmed at G-6)* In line with UNON guidelines for G-6 Administrative Assistant where supervisor is D-1 and the head of the organization with wide-ranging external contacts. Also consistent with UN GJP for G-6 Administrative Assistant.

3. Administrative Assistant: (*Upgrade to G-5*): Reports to the P-5 Deputy Executive Secretary. Functions are consistent with UN generic job profile for G-5 with duties that go beyond secretarial to include administrative and/or programme work. This post includes some HR work related to professional hiring and responsibility for managing external translations of official documents. Also provides translation into and from French for short, routing documents not sent to external translators. Credit also for the high level of contacts of the P-5 supervisor.

Administration

4. Administrative Officer: (*Confirmed at P-4*) Responsible for finance, budget, HR, travel, and procurement for the entire CMS Family including outposted offices in Abu Dhabi and Bangkok. This increases the scope of work and adds a level of complexity, particularly in the finance and budget areas. The role in programme planning is limited. Some elements of the HR function being handled by the DES, such as performance management and professional hiring, while the role of UNEP and UNON in the hiring process and job classification are also limiting.

5. Finance Assistant: (*Confirmed at G-6*): Incumbent recently promoted into G-6 post approved by UNEP. Full range of budget and finance functions for all of the CMS family, and has a lead role in coordinating and distributing the work of the subordinate G-5. Consistent with GJP for G-6 Finance and Budget Assistant.

6. Finance Assistant: (*Confirmed at G-5*) This is a vacant post with a range of financial functions for the CMS family. Tasks may be delegated from G-6 Finance Assistant. Consistent with GJP for G-5 Finance and Budget Assistant.

7. Administrative Assistant: (*Confirmed at G-5*) Range of HR functions but somewhat limited by the role of UNEP/UNON in HR functions for MEAs, such as the hiring process and job classification. Limited role in coordinating training and career develop programmes. Some elements of the HR function being handled by the office of the DES, such as performance management and professional hiring. No lead role as would be expected at G-6 in HR. Consistent with GJP for G-5 HR Assistant.

8. Administrative Assistant: (Confirmed at G-5) Variety of administrative functions, including travel, procurement, and organizing the internship programme. Has authority to approve travel but this authority should be assigned at the professional level rather than GS. No lead role as would be expected at G-6 in administrative functions. Consistent with GJP for G-5 Administrative Assistant.

Programme Management (Scientific Advisory)

9. Programme Management Officer / Scientific Advisor: (*Confirmed at P-4)* Primary responsibility for managing and coordinating the Scientific Council, which provides cross-cutting technical guidance to

the COP. Range of external contacts with senior government officials. Also involved in overall CMS planning process.

Programme Management (Avian)

10. Programme Management Officer / Team Leader (*Confirmed at P-4*) Implements and evaluates assigned agreements / MOUs for Avian Species. Supervises and analyzes work of one Junior Programme Officer. Provides secretariat services to several working groups and task forces. Regular contacts with wide range of stakeholders, requiring political sensitivity and awareness. High expectation for independent accomplishment of programme objectives. Reports to P-5 Deputy Executive Secretary.

Programme Management (Aquatic)

11. Programme Management Officer/ Team Leader (*Confirmed at P-4)* Similar to Team Leader for Avian Species, but supervises two P-2 Professional posts recommended for P-3 in this review. Regular contacts with wide range of stakeholders, requiring political sensitivity and awareness. High expectation for independent accomplishment of programme objectives. Reports to P-5 Deputy Executive Secretary.

12. Associate Programme Management Officer / Marine Mammals and ASCOBANS (*Recommend upgrade to P-3*) See discussion of P-2 level Programme Officers in ¶31 of report. Provides substantive support to meetings, and conferences, etc., to include proposing agenda topics, identifying participants, preparation of documents and presentations. Level and nature of external contacts exceeds what is expected at the P-2 level. Consistent with P-3 GJP for Programme Management Officer.

13. Associate Programme Management Officer / Sharks MOU (*Project funded post. Guidance only. Work considered at P-3 level.)* See ¶12 above. Post has responsibility for one of CMS's most complex MOUs based on CMS established criteria. Independence and external contacts well beyond those expected at P-2 level.

Programme (Terrestrial)

14. Associate Programme Management Officer / Terrestrial *(Recommend upgrade to P-3)* Rational similar to other P-2 Associate Programme Management Officers. See ¶31 in body of report.

Capacity Building

15. Programme Management Officer *(Recommend P-3.)* This is a vacant post that formerly included both Capacity Building and Communications/Public Information. JD re-written to remove public information component. Classification request sent to UNON is July, but not yet processed. Informal classification for purposes of this report. Reports to Executive Secretary, responsible for planning, organizing and servicing/conducting capacity building workshops and Pre-COPs. External contacts with counterparts in member and non-member Parties and NGOs, but not with competitors or antagonists. Generally cooperative and non-contentious setting. Similar in complexity to the Fundraising post. (See paragraph 15 17 below)

Fundraising & Partnerships

16. Associate Programme Management Officer / Fundraising (*Recommend upgrade to P-3)* Similar rationale as for other P-2 Programme Management Officers. Resource Mobilization Officers are typically at least P-3, often P-4. Duties include helping to determine fundraising priorities, identifying new approaches to fundraising, writing project proposals, and making direct approaches to previous and potential donors including current stakeholders, foundations and corporations. The level of contacts and the initiative required well exceed what would be expected at P-2.

Joint Information, Communication and Outreach Unit

17. Information Officer / Coordinator (*Recommended for upgrade to P-3.*) The unit was created in 2014 as a pilot project to merge the public information function of CMS and AEWA. An existing P-2 Information Officer was placed in charge of the unit, overseeing the work of G-7, G-5 and a G-4 Information Assistants plus two consultants and several interns. The work includes the full range of Public Information tasks, such as press and media relations, website management, publications design and content, and editing. Based on the UN GJP for Public Information Officers, the P-2 level would be a contributor but would not supervise staff and consultants and would not be making assignments. An assumption is made here that this arrangement will be made permanent. If not, it may be necessary to re-evaluate grade levels.

18. Public Information Assistant *(Recommend downgrade to G-6.)* The post is currently graded at G-7. This level in the UN would typically be expected to supervise or at least provide formal guidance to several lower level staff, which is not the case here. Beyond that, a G-7 would have much broader responsibilities than press and media relations, as with this post. The external contacts would typically be broader and often at high levels within the UN. A G-7 level Public Information Officer in the context of the CMS Family cannot be justified based on the UN classification standards for GS work.

19. Information Assistant *This AEWA-funded post was recently approved by UNEP/UNON for upgrade from G-4 to G-5 and is therefore not included in this review.*

20. Team Assistant This post was previously providing primarily secretarial services, but was moved to the newly forming Communications Unit in 2014. The duties have changed significantly since then and now include contributing to website content; researching and writing articles, press releases and background documents; synthesizing research results; review and filtering relevant facts and messages from scientific journals, and working with the designer to help identify appropriate visuals. Clearly the clerical and secretarial tasks are minimal. The duties closely align with the GJP for a G-5 Public Information Assistant.

Conference Services

21. Meeting Services Assistant (*Recommend upgrade to G-6)* The Conference Services Unit was created as part of the 2014 restructuring. See ¶33 in body of report. This post has responsibility for distributing and coordinating the work of four Meeting Services Assistants recommended for G-5 in this review. Works with DES and P-4 Programme management Officers in the early stages of conference planning to determine roles and responsibilities for each meeting/conference. External contacts with government representatives, embassies, host governments and service providers. Although the duties and responsibilities, especially in overseeing staff, are still evolving, the intent of the post is clear and consistent with the UN GJP for G-6 Meeting Services Assistant.

22. Team Assistant x 4 *(Recommend upgrade to G-5)* See ¶33 in report. During the 2014 restructuring, four existing Team Assistants were brought into the unit from elsewhere in the organization where duties included some traditional secretarial tasks, various tasks in meeting/conference servicing, and a variety of administrative functions. In the current arrangement, the secretarial/clerical tasks have been reduced and the emphasis shifted to meeting services, including logistics, travel arrangements, registrations, credentials, visas, documents production and management. In some cases the incumbent in-house translations in French or Spanish of meeting documents, emails, etc. The pre-restructuring duties for these four posts were likely a combination of G-4 and G-5 work. With the current arrangement, with the focus on conference services, the majority of the work is found at the G-5 level, consistent with the UN GJP for G-5 meeting Services Assistant. This is still a work-in-progress, but at this point it is justified to upgrade these posts to G-5 and change the title to Meeting Services Assistant.

Annex 4

GENERAL DESCRIPTION

UN General Service Levels

The descriptions below are generic and provide a general understanding of UN grade levels for General Service work. They are not used in the formal job classification process which, instead, is based on a detailed analysis of specific, well-documented job factors.

GS-4 This is the working level for administrative and technical support functions. Work involves a variety of tasks that require the selection, interpretation and assembly of information and data for the execution of recurring patterns of work, based on knowledge of standard practice and requiring a choice of methods to use. Requires thorough knowledge of the related work in own office and general knowledge of similar work in other offices. Fully competent incumbents are expected to resolve most questions and problems, referring only the most complex to higher levels. At full competency, works under moderate supervision and selects from a variety of established procedures to accomplish work. Some assignments involve adjustments of equipment, instruments, tools, and devices to perform numerous operations.

GS-5 Involves tasks of substantial variety and complexity and requires the selection, interpretation and assembly of information and data from several sources in examining problems for which several possible solutions exist but which are normally covered by general practice. Requires thorough knowledge of the procedures and basic knowledge of the specialised practices of the office and knowledge of related work in other offices. May serve as a resource to others in a particular area and/or in the resolution of more complex problems and issues requiring advanced administrative and technical skills. Works under general supervision. Provides guidance to more junior staff.

GS-6 This is highly skilled, semi-professional work in administrative, technical and programme functions. In administrative and support work, incumbents typically have supervisory responsibility or serve in a lead capacity over a work group or an end product. Requires the application of different and unrelated processes and methods and an understanding of a broad area of operation within a specialised field, including related work of other offices. Jobs typically require extensive practical experience. Administrative jobs require advanced theoretical knowledge in their field (accounting, personnel, public relations, etc.) and related support activities (journal entries, reconciliation, entitlements, copy editing, etc.). Adapts procedures, techniques, materials and/or equipment to meet special needs. Technical jobs are at the expert level operating and maintaining complex specialised computer equipment.

GS-7 Semi-professional work involving responsibility for a group of specialised tasks in support of an area of work of the Organization, requiring a thorough knowledge of the assigned area of work as well as general knowledge of related fields and the application of advanced and specialised methods and procedures. Typically a supervisory level although work may be non-supervisory if it is providing work at the corporate level, that is, not a duplicative assignment; or if it is highly technical, such as research assistance. Technical jobs are at the expert level operating and maintaining the most complex specialised equipment or providing guidance and advice to staff on the most complex office applications.