

C.R.A. # 658.562 J611525 1976

# **STANDARDS FOR IICA PERSONNEL CLASSIFICATION**



**Central Office of the General Directorate  
San Jose, Costa Rica  
1986**





STANDARDS FOR IICA PERSONNEL CLASSIFICATION 1/

1/ These standards were adopted by the Inter-American Board of Agriculture in resolution IICA/JIA/Res.66(III-O/85), dated October 23, 1985. They entered into force on January 1, 1986.

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## BACKGROUND

Articles 30 and 30.B of the Rules of Procedure of the General Directorate establish a framework for IICA's classification system. They state, "The Director General, in accordance with the standards approved by the Board or the Committee, shall issue administrative provisions for the classification of personnel in the Professional and General Services categories, ...(which) shall be reviewed at least every two years." This classification is to serve as one of the criteria for setting salary levels.

The Second Regular Meeting of the Inter-American Board of Agriculture requested the Director General to present the Fourth Regular Meeting of the Executive Committee with Standards for IICA Personnel Classification, and authorized the Committee to approve the document ad-referendum the Board (IICA/JIA/Res.51(II-O/83)).

In compliance with the Board resolution, the Director General submitted the Standards for IICA Personnel Classification to the consideration of the Fourth Regular Meeting of the Executive Committee. The Committee reviewed the document and introduced several changes. It then approved the Standards ad-referendum the Board and authorized the Director General to put them into effect in preparing the 1986-1987 Proposed Program-Budget. The Committee also requested the Director General to draw up descriptions of all positions in the Institute and to review them, reporting to the Executive Committee on the findings of this audit (IICA/CE/Res.29(IV-O/84)).

In accordance with this resolution of the Committee, the Director General applied the Standards for Personnel Classification in preparing the 1986-1987 Proposed Program-Budget and carried out the position review as requested. He reported on these actions to the Fifth Regular Meeting of the Executive Committee. As a result of the audit, the Director General proposed that a level PL-4 be introduced in the Local Professional Personnel category. The Executive Committee studied this proposal and asked the Director General to include the new PL-4 level in the Standards (IICA/CE/Res.47(V-O/85)).

The Third Regular Meeting of the Inter-American Board of Agriculture, held in Montevideo, Uruguay in October, 1985, adopted the Standards for IICA Personnel Classification and resolved that they should go into effect as of January 1, 1986 (IICA/JIA/Res.66(III-O/85)). Attached is a copy of the resolution.

IICA/JIA/Res.66(III-0/85)  
23 October 1985  
Original: Spanish

RESOLUTION No. 66

STANDARDS FOR IICA PERSONNEL CLASSIFICATION

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Third Regular Meeting,

HAVING SEEN:

The Proposed Standards for IICA Personnel Classification,

CONSIDERING:

That at its Fourth Regular Meeting the Executive Committee approved ad referendum the Proposed Standards for IICA Personnel Classification submitted by the Director General, with modifications introduced by the Executive Committee; and

That the Director General applied said system in the preparation of the 1986-1987 Program-Budget, drafting job descriptions for all the positions in the Institute and conducting the pertinent revision in accordance with the aforementioned guidelines,

RESOLVES:

1. To approve the Proposed Standards for IICA Personnel Classification submitted by the Director General with the modifications introduced by the Executive Committee.
2. To request the Director General to apply said system as of 1 January 1986.

STANDARDS FOR CLASSIFICATION OF GENERAL  
SERVICE, LOCAL PROFESSIONAL AND INTERNATIONAL  
PROFESSIONAL CATEGORY PERSONNEL

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## INTRODUCTION

In applying the Qualification Standards, the minimum requirements for each classification grade level as presented herewith are for the first step of each grade. When an individual is hired into the Institute at a level higher than step one of his/her grade or is elevated to a higher grade level through one of the forms of internal selection or promotion, the step to be granted within the grade range should be determined by applying these standards according to the following criteria:

### Criteria

In order to be hired or elevated to a point higher than step one of a specific grade level, the individual must meet at least 25% of the minimum qualification requirements for the first step of the next higher grade level. Placement at a higher step shall be granted by:

- a. evaluating the qualifications of the individual;
- b. assigning values to each of the elements in the table presented below, based on the findings of the evaluation;
- c. totalling that percentage;
- d. subtracting the salary level of step one of the grade level to be assigned to the individual from step one of the next higher grade level;
- e. multiplying the figure given in step d. by the total percentage figure in step c. and adding that figure to the monetary figure which represents step one of the grade level to be assigned to the individual; and
- f. locating the step within the grade level assigned to the individual which matches the figure obtained in step e. That grade and step then become the classification grade and step level assigned to the individual.

## Percentage Assigned

	General <u>1/</u> Service (unskilled)	General <u>2/</u> Service (skilled)	Professional Categories PL-1 - PL-3 P-1 - P-3      P-4 - P-6	
1. BACKGROUND	30%	20%	10%	20%
2. QUALIFICATIONS	15%	20%	30%	20%
a. Education	( 5%)	( 8%)	( 20%)	( 10%)
b. Language	( 5%)	( 4%)	( 5%)	( 5%)
c. Personal Qualific.	( 5%)	( 8%)	( 5%)	( 5%)
3. SENIORITY	10%	10%	10%	10%
4. TYPE AND QUALITY OF SERVICE	45%	50%	50%	50%
a. Type of Work	( 15%)	( 10%)	( 10%)	( 10%)
b. Difficulty & Impact	( 15%)	( 15%)	( 10%)	( 10%)
c. Work Relations	( 15%)	( 15%)	( 10%)	( 10%)
d. Independence	( --)	( 10%)	( 10%)	10%
e. Written Communications	( --)	( --)	( 10%)	( 10%)
	100%	100%	100%	100%

1/ Cafeteria staff, guards, cleaning and maintenance staff, etc.

2/ Secretaries, skilled workers, technical support staff, etc.

**EXAMPLE**

An individual is to be hired as a P-3 against a P-3 level position to perform P-3 level duties and responsibilities. The individual possesses all of the minimum qualifications of the P-3 level and some of those of the P-4 level.

**STEPS a, b & c**

ELEMENTS EVALUATED	QUALIFICATIONS OF POSITIONS		INDIVIDUAL QUALIFICATIONS	%
	P-3	P-4		
1. BACKGROUND	4 years	7 years	4 years	0%
2. QUALIFICATIONS:				
a. Education	Adv. Univ.	Adv. Univ.	Adv. Univ.	0%
b. Language	Two	Two	Three	+ 5%
c. Personal Qualifications	Specialist Level	Advanced Spec. level	Advanced Spec. level	+ 5%
3. SENIORITY	Two years	Three years	Two years	0%
4. TYPE AND QUALITY OF SERVICE				
a. Type of work	standard	complex	standard	0%
b. Diffic. & Impact	limited	precedent setting	limited	0%
c. Work relations	accompanied	unaccompanied	unaccomp.	+ 10%
d. Independence	review	no review	no review	+ 10%
e. Written communications	useful	renowned	renowned	+ 10%
		TOTAL		+ 40%

**STEP d**

The individual is being hired at the P-3 level, so the salary of a P-3 level step 1 is to be subtracted from the salary of a P-4 step 1.

P-4 step 1	\$ 31,068
P-3 step 1	25,680
	<u>\$ 5,388</u>

**STEP e**

$$\$ 5,388 \times 40\% = \$2,155.2 \quad + \$25,680.00 = \$27,835.20$$

**STEP f**

P-3 step 2 =	\$26,832
P-3 step 3 =	\$27,996

The individual should be assigned the P-3 step 3 level.





## SECTION I

QUALIFICATION STANDARDS FOR  
GENERAL SERVICES PERSONNEL

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LEVEL G-1

The G-1 grade and salary level shall normally be used for trainees who have been placed in a position which is graded correctly at the G-2 classification level and for the lowest level of maintenance personnel and unskilled workers.

1.1 BACKGROUND

Some experience or training relevant to the work to be performed is highly desirable, however, at this level, demonstrated ability to perform is more important, and thus is the minimum background requirement.

1.2 QUALIFICATIONS

- a. Education - A primary school education, or possession of attributes found in a primary school graduate, such as the ability to read, to understand and to follow instructions is required. Some secondary school is desired but not required.
- b. Language Requirements - One must have the ability to express oneself in and to understand one language of the Institute.
- c. Personal Qualifications - The ability to understand and follow instructions, ability to recognize situations requiring higher level attention, a spirit of cooperation, the ability to get along with others and dependability are required.
- d. Special Skills - For individuals performing as messengers or clerks, muscular coordination and/or manual dexterity are required.

1.3 SENIORITY

Not applicable at this level.

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals at this level are required to perform work that is simple, repetitive, or routine in nature, requiring the ability to follow specific guidelines. Normally the work is closely controlled by its very nature, by instructions and guidelines, by review at significant stages, or by a combination of these.

LEVEL G-21.1 BACKGROUND

At least one year of experience or training relevant to the work to be performed is required at this level.

1.2 QUALIFICATIONS

- a. Education - A primary school education, or possession of attributes found in a primary school graduate, such as the ability to read, to understand and to follow instructions is required. Some secondary school is desired but not required.
- b. Language Requirements - The ability to express oneself in and to understand one language of the Institute is required. At this level one should possess the language skills that would allow reading terminology related to the work, such as instructions, designation labels, addresses.
- c. Personal Qualifications - The ability to understand and follow instructions, ability to recognize situations requiring higher level attention, a spirit of cooperation, ability to get along with others and dependability are required.
- d. Special Skills - For individuals performing as messengers or clerks, muscular coordination and/or dexterity are required.

1.3 SENIORITY

Satisfactory performance of duties at the G-1 level for at least one year or the equivalent is a minimum requirement to be promoted to this level.

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals at this level are required to perform work that is simple, repetitive, or routine in nature, requiring the ability to follow specific instructions and guidelines. Normally the work is closely controlled by its very nature, by instructions and guidelines, by review at significant stages, or by a combination of these.

LEVEL G-31.1 BACKGROUND

At least two years of relevant experience or training is required at this level.

1.2 QUALIFICATIONS

- a. Education - A secondary school education, or possession of attributes found in a secondary school graduate is required.



- b. Language - The ability to express oneself in and to understand one language of the Institute is required. A working knowledge of a second language is desirable but not mandatory. At this level one must possess the language skills that would allow oneself to read labels, designations, and addresses in any of the languages of the Institute.
- c. Personal Qualifications - The ability to read, understand and follow instructions and to observe established procedures, ability to recognize situations requiring higher level attention, a spirit of cooperation, ability to get along with others, dependability, punctuality, and alertness are required.
- d. Special Skills - For individuals performing as chauffeurs, messenger-chauffeurs, machine operators, clerical assistants, manual laborers, unskilled workers, or maintenance personnel, muscular coordination and/or manual dexterity is required.

For individuals performing as chauffeurs, a driving license and at least two years of excellent, trouble free driving experience are required.

Individuals performing as typists must meet the typing speed and accuracy standards established for secretarial personnel .

### 1.3 SENIORITY

The satisfactory performance of duties at the G-2 level for at least one year or the equivalent is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals at this level are required to perform work that is simple, repetitive, or routine in nature, requiring the ability to follow specific guidelines. Normally, the work is closely controlled by its very nature, by instructions and guidelines, by review at significant stages, or by a combination of these.

Work contacts are normally with the supervisor and other staff members of the same organizational unit. Contacts with supervisors are for the purpose of receiving instructions, work assignments or assistance. Contacts with colleagues are for giving or receiving information or coordinating work.

Manual laborers, unskilled workers and maintenance personnel at this level may be required to perform as lead-man or first level supervisor for a limited group of workers. In such cases the individual will be required to take the initiative to carry out routine operations, answer questions and provide on-the-job direction for co-workers.

Personnel performing as typists at this level type any kind of material, including occasional tabular material or very rough drafts. They are responsible for accuracy, neatness, observance of margins, conformance to style and format of the Institute and minor corrections of spelling, grammar and usage.

LEVEL G-4

1.1 BACKGROUND

At least three years of relevant experience or training is required at this level.

1.2 QUALIFICATIONS

- a. Education - Graduation from a secondary school or its equivalent is required.
- b. Language - The ability to express oneself in and to understand one language of the Institute and the writing facility in the terminology related to the individuals work in that language is required. A working knowledge of at least one other official language of the Institute is desirable but not required.
- c. Personal Qualifications - The ability to read, understand and follow instructions and to observe established procedures, ability to recognize situations requiring higher level attention, a spirit of cooperation, ability to get along with others, dependability, punctuality, alertness, the ability to meet and deal effectively with people and the ability to exercise a high degree of discretion and tact are required.
- d. Special Skills - For individuals performing as chauffeurs, messenger-chauffeurs, machine operators, clerical assistants, manual laborers, unskilled workmen or maintenance personnel, muscular coordination and/or manual dexterity are required.

For individuals performing as chauffeurs, a driving license and at least three years of excellent, trouble free driving experience are required.

Individuals performing as typists must meet the typing speed and accuracy standards established for secretarial personnel.

Individuals performing as secretaries at this level are required to take and transcribe dictation or transcribe dictation from recording devices in one official language of the Institute.

1.3 SENIORITY

At least one year of satisfactory performance at the G-3 level or the equivalent is required to be promoted to this level.

#### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

At this level individuals are required to perform work that is somewhat complex but is standardized, requiring the ability to apply customary office practices, rules and procedures to situations or assignments, where the guidelines or procedures are specific and directly applicable.

Work is occasionally checked during execution, but all significant aspects of the work are reviewed upon completion or work is used by higher-level personnel in a way that will reveal errors.

Contacts are usually with staff members in the individual's own unit and are for the purpose of giving or receiving factual information about assigned work.

Receptionists at this level are required to screen telephone calls and receive and screen visitors, give out information (with description), answer questions, and direct callers or visitors to the proper office and/or staff members; consequently, their contacts would be with outside visitors and would require familiarity with the Institute's publications, organization, activities and personnel.

Individuals performing as secretaries at this level must take and transcribe dictation or transcribe dictation from recording devices in one official language and/or type reports, memoranda and correspondence in two official languages from rough draft or other sources, and occasionally draft simple letters of acknowledgement or transmittal in one of the official languages at the direction of the supervisor or a secretary in a higher grade position. All of the work is reviewed or examined for accuracy, adherence to instructions, and quality.

Manual laborers, unskilled workers and maintenance personnel at this level may have the responsibility of supervision over lower level unskilled workers and will be responsible for planning and assigning work and for seeing that work is completed in accordance with instructions and within established limitations. They are expected to examine work performed, give guidance to subordinates, and assist in the work performance as necessary. Individual initiative, good knowledge of the task to be performed and the technique or procedures to be applied, and sound judgement are necessary requirements at this level.

#### LEVEL G-5

##### 1.1 BACKGROUND

At least four years of relevant experience or specialized training or the combination of four years of the two is required at this level.

## 1.2 QUALIFICATIONS

- a. Education - Graduation from secondary school or its equivalent is required. In addition, at this level the completion of Secretarial School or a trade school with emphasis in a field directly related to the field of work or the possession of attributes normally found in someone who has completed specialized training of this nature is a necessary requirement.
- b. Language - The ability to express oneself in and to understand one language of the Institute and writing facility in the terminology related to the work in that language is required. A working knowledge of at least one other official language of the Institute is desirable but not required.

Individuals performing as secretaries at this level are required to have language skills that allow them to translate simple and non-technical memoranda from one official language to another.

- c. Personal Qualifications - The ability to read, understand and follow instructions and to observe established procedures; ability to recognize situations requiring higher level attention; a spirit of cooperation; the ability to get along with others; dependability, punctuality and alertness; the ability to meet and deal effectively with people; and the ability to exercise a high degree of discretion and tact are required at this level.
- d. Special Skills - The special skills necessary at this level are the same as those for level G-4, plus those individuals performing as maintenance and skilled workers and machine operators are required to have supervisory skills and considerable experience in one or more of the skilled trades or in the operation of one or more machines.

Individuals performing as secretaries at this level are required to be fully knowledgeable about the functions of the organization unit and the superior to whom they are assigned.

## 1.3 SENIORITY

At least three years of satisfactory performance at the G-4 or the equivalent level is required to be promoted to this level.

## 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

At this level individuals are assigned work that is somewhat complex or specialized requiring the ability to apply a body of moderately complex or specialized but standardized practices, regulations, rules, procedures, or techniques to situations or assignments, where the guidelines or procedures are clear but require some judgement of their applicability to specific situations or assignments. Work is rarely checked during execution, but all significant aspects of the completed work are reviewed, or work is used by higher-level personnel in a way that will reveal any errors in the work of the individual.



Work contacts for individuals of this level are with staff members in their own or other units of the Institute and are for the purpose of giving or receiving factual information about the assigned work including requests for additional information or documentation.

At this level, individuals performing secretarial functions render services of the type and quality described at the G-4 level, however, the work is somewhat more varied and is performed more independently. They may be required to translate simple and non-technical memoranda from one official language to another.

Individuals required to perform the functions of manual laborers, skilled workers and maintenance personnel are expected to be able to work on their own under general supervision in performing a wide variety of maintenance operations. Incumbents may work from time to time with a higher level individual (journeyman level) in one or more of the crafts. They may also be responsible for supervising the work of helpers or laborers in carrying out tasks in which journeyman level skill is not required.

#### LEVEL G-6

##### 1.1 BACKGROUND

At least five years of relevant experience or specialized training or the combination of five years of the two is required at this level.

##### 1.2 QUALIFICATIONS

- a. Education - Graduation from a secondary school or its equivalent is required. In addition, at this level completion of Secretarial School or a trade school with emphasis on a field directly related to the field of work or the possession of attributes normally found in someone who has completed specialized training of this nature is a necessary requirement.
- b. Language - The ability to express oneself in and to understand one language of the Institute and writing facility in the terminology related to the work in that language is required. A working knowledge of one other official language of the Institute is required. A working knowledge of three of the official languages of the Institute is desirable but not required.

Individuals required to perform secretarial functions at this level must have language skills which allow them to translate routine, non-technical correspondence from one official language into a second language.

- c. Personal Qualifications - At this level the requirements are the same as those for an individual at the G-5 and G-4 levels, plus the demonstrated ability to write and speak clearly.

- d. Special Skills - The special skills required at this level are the same as those required at the G-5 level; those individuals performing as maintenance personnel, skilled workers, and machine operators at this level must also have attained the recognized journeyman level in a recognized skilled trade or craft and have the ability to work with no supervision on technical aspects of their work.

### 1.3 SENIORITY

At least three years of satisfactory performance at the G-5 level or the equivalent is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals performing as technicians at this level (Finance Technician, Personnel Technician, Administrative Technician, Editorial Technician) are assigned work that is complex and specialized, requiring the ability to apply a body of complex or specialized technical information, practices, regulations, rules, procedures, and/or techniques to situations or assignments, where the guidelines or procedures are clear but complex or numerous, and so require judgement in selecting and applying guidelines to situations or assignments. Work is not checked during execution, but is reviewed upon completion for overall acceptability and the accuracy and quality of critical or especially significant segments. Work contacts are with staff members in own and other units of the Institute and are for the purposes of explaining requirements, policies, and instructions bearing on assignments. Contacts are also to give or exchange information. In addition to normal secretarial functions of an office, individuals performing as secretaries at this level are responsible for at least three of the following functions or functions of equal difficulty and responsibility: 1) guide or coordinate the activities of two or more secretaries and participate in the latter's performance appraisal; 2) make or change appointments for the supervisor, without immediate clearance with the supervisor because of the volume and variety of contacts and deadline pressures; 3) follow up on the progress of work assigned by supervisor to subordinate professional or technical staff, remind them of deadlines and expedite clerical and clearance processing of their reports or documents; 4) edit, as requested, drafts of correspondence or reports prepared in the office, for grammar, punctuation, reference, and format; 5) notify concerned organizations or authorized officials of actions taken or delays in requested approvals or clearances and the expected dates for such requested approvals or clearances, without reference to the supervisor; 6) carry out search work for the supervisor, select data, compile and prepare administrative-type reports in connection with the assigned office's functions or program activities; 7) translate routine, non-technical correspondence from one of the official languages into a second official language.

Individuals performing as skilled workers at this level are at the journeyman level in their craft. A journeyman is one capable of carrying out, without technical direction, any task that falls within the scope of

his craft or trade. Individuals at this level are responsible for guiding the activities of skilled workers or helpers assigned to them from time to time in normal activities. In the performance of their duties, incumbents apply knowledge of such things as building codes or normal safety standards to the extent that they are applicable.

### LEVEL G-7

#### 1.1 BACKGROUND

At least six years of relevant experience or specialized training or the combination of six years of the two is required at this level.

#### 1.2 QUALIFICATIONS

- a. Education - Graduation from a secondary school or its equivalent is required. Completion of Secretarial School or a trade school with emphasis on a field directly related to the field of work or possession of attributes normally found in someone who has completed specialized training of this nature is required.
- b. Language - The ability to express oneself in and to understand one language of the Institute and writing facility in the terminology related to work in that language is required. A working knowledge of one other official language of the Institute is required. A working knowledge of three of the official languages of the Institute is desirable but not required.

Individuals required to perform secretarial functions at this level must have language skills which allow them to translate routine, non-technical correspondence from one official language into a second language.

- c. Personal Qualifications - At this level the personal qualifications are the same as those required for levels G-6, G-5 and G-4.
- d. Special Skills - The special skills required at this level are the same as those required for levels G-6, G-5, and G-4.

#### 1.3 SENIORITY

At least five years of satisfactory performance at the G-6 level or the equivalent is required to be promoted to this level.

#### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals performing as technicians at this level are individually responsible for a major segment of the work of an organization unit, and to this end they are assigned work that is complex, varied, and relatively non-standardized, requiring the ability to apply a substantial body of complex and specialized technical information, practices, regulations,

rules, procedures, and/or techniques to a variety of situations or assignments, where the guidelines or procedures are relevant in only a general way to most cases, situations, or assignments. Accomplishment of assigned tasks requires a greater exercise of initiative, judgement, and experience than does work at the next lower grade level. Work is reviewed upon completion only for accuracy and quality of critical, novel, or especially significant segments. Work relationships are with staff members in one's own and other units of the Institute for the purpose of explaining requirements, policies, and instructions bearing on assignments. Contacts are also to give or exchange information. In addition, contacts at this level involve cooperative problem solving or obtaining cooperation from staff members in other units.

Individuals performing as secretaries at this level serve as the principal, primary, or main secretary to an official or officer, who manages the volume and variety of programs and activities normally characteristic of a departmental organizational level, with a large staff and many intra- and inter-organizational relationships and high-level contacts. The individual carries out the basic duties of a secretary. Compared to positions at the next lower level, principal secretaries are required to possess and utilize: a broader knowledge of programs, functions, and organizational relationships in IICA; more discretion in dispensing or withholding a greater variety of important and precise information requested by high-ranking officials or members of delegations; and a greater degree of diplomacy in seeking information from high-ranking officials for the use of their own supervisors.

Individuals performing maintenance functions at this level generally are supervisors for a particular part of maintenance service. Their work would include scheduling and supervision of the work assignments necessary to carry out the work plan.

#### LEVEL G-8

##### 1.1 BACKGROUND

At least seven years of relevant experience or specialized training or the combination of seven years of the two is required at this level.

##### 1.2 QUALIFICATIONS

- a. Education - Graduation from a secondary school or its equivalent is required. Completion of Secretarial School or a vocational school with emphasis on a field directly related to the field of work or the possession of attributes normally found in someone who has completed specialized training of this nature is required.
- b. Language - The ability to express oneself in and to understand one language of the Institute and writing facility in the terminology related to work in that language is required. A working knowledge of one other official language of the Institute is required. A working knowledge of three of the official languages of the Institute is desirable but not required.



Individuals who are required to perform secretarial functions at this level must have language skills which allow them to translate routine, non-technical correspondence from one official language into a second.

- c. Personal Qualifications - The necessary requirements at this level are the same as those for level G-7 plus the ability to carry out assignments independently in accordance with instructions and guide lines.
- d. Special Skills - The special skills required at this level are the same as those required for levels G-7, G-6, G-5 and G-4.

### 1.3 SENIORITY

At least five years of satisfactory performance at the G-7 level or the equivalent is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

Individuals performing as technicians at this level are assigned work that requires them to have a very good knowledge of rules, regulations, practices, and precedents that are relevant to the complex cases, tasks, or problems that are assigned to them; they exercise a greater degree of initiative, judgment and experience than staff members at the next lower level in applying their knowledge of rules, procedures, techniques and precedents to complex cases where information or data are lacking or contradictory, or to cases where new precedents are likely to be established. Most of the cases or situations assigned to staff members at this level have critical, novel, or especially significant aspects of assignments. Work relationships are with staff members and officials in other organizational units of the Institute and occasionally with the public, and are for the purposes of cooperation or concurrence through discussion and persuasion. At this level individuals performing secretarial functions must have a very high level of responsibility and knowledge of the Institute in performing the basic duties of a secretary. They must be capable of handling discreetly matters at high policy levels of the organization. Discretion, judgement and diplomacy in dealing with high level Institute and diplomatic personnel with regard to making and breaking appointments, discussing the progress or status of the supervisor's work on matters of interest to such high level individuals is a necessary requirement. Being accurate and reliable in providing information to high-level Institute and diplomatic officials who make inquiries or seek information is essential. The individual must be responsible for at least five of the functions described in paragraph 1.4 of the G-6 level, one of which must be the carrying out or conduct of search work for the supervisor, involving and including selection of pertinent data and the compilation and preparation of administrative-type reports in connection with the functions and program activities of the area to which the secretary is assigned.

Maintenance or skilled workers at this level must be responsible for the highest level of supervision of building maintenance activity in the Institute. This involves day-to-day supervision of general maintenance activity including scheduling and reviewing the work of the various craftsmen and skilled and unskilled workers. The individual plans and develops the overall IICA maintenance program.

#### LEVEL G-9

At this time, level G-9 is a very restricted level to be used only for the positions of Executive Secretary to the Director General and Executive Secretary to the Deputy Director General. Promotions to positions at this level are analogous to positions of trust and the incumbents would revert back to their previously held level when they complete their service at the G-9 level. The G-9 level is not to be used as a personal classification level.

SECTION II

QUALIFICATION STANDARDS  
FOR LOCAL PROFESSIONAL PERSONNEL

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LEVEL PL-11.1 BACKGROUND

No experience is required at this level.

1.2 QUALIFICATION

- a. Education - A university degree in the relevant profession or a university degree not specialized in the relevant profession but one which will provide adequate general conceptual knowledge and general educational background where on-the-job training can provide the specialized skills, plus one year of relevant work experience.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level is a necessary requirement.
- c. Personal Qualifications and/or Special Skills - The elementary knowledge of and the ability to apply the concepts and principles of a recognized profession at a level normally associated with a first university degree is a minimum requirement at this level. The ability to carry out assignments in accordance with instructions and guidelines; the ability to judge when guidance is required; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly are essential personal qualities required at this level.

1.3 SENIORITY

Not applicable at this level

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - The location, collection, compilation, conversion, comparison and presentation of data, statistics, texts and information in a manner in which the elementary application of principles of a recognized profession are required. Application of rules, procedures, techniques, guidelines, formal instructions and other texts to routine, standard cases.
- b. Difficulty and Impact of Work - A significant body of precedents, guidelines, instructions and guidance from more senior staff members is readily available. Matters treated are of a narrow scope and of limited difficulty. Matters are often attended to within the context of routine procedures. The impact of the work is normally limited to one's own unit.

- c. Work Relationships - Work relationships are normally confined to members of one's own unit. Contacts outside of the unit are normally for purpose of obtaining, giving or verifying information or data. Contacts outside of the unit for purposes other than those cited above, for example for purposes of planning work or obtaining cooperation, are normally carried out in the company of or on the specific instructions of more senior staff members of one's own unit.
- d. Supervision Received and Independence of Work - Detailed instructions, procedures which control work and continuing guidance from more senior staff are available at this level. Tasks undertaken are with specific instructions from more senior staff members or as part of routine procedures. Work is planned by more senior staff members or by requirements of routine procedures. Exceptional cases encountered in work are referred to supervisors for treatment. When referring exceptional cases, one may note omissions in or disputed nature of data, statistics, texts or information, or conflicting or unclear rules, procedures, techniques, texts, guidelines or formal instructions.

For recurring, routine tasks, work is reviewed closely upon completion for adherence to instructions. For non-routine tasks, work is reviewed and advice and guidance given throughout all stages of work. Completed work is closely reviewed for accuracy, completeness, and correct application of instructions, guidelines, policies, etc.

#### LEVEL PL-2

##### 1.1 BACKGROUND

At least three years of relevant work experience is required at this level.

##### 1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession or a university degree not specialized in the relevant profession in conjunction with two years of work experience in the field of specialization. These two years of work experience are in addition to the years of work experience required in paragraph 1.1 above.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and/or Special Skills - The knowledge of and the ability to apply the concepts and principles of a recognized profession at a level normally associated with a first

university degree is a minimum requirement at this level. Demonstrated ability to carry out assignments in accordance with instructions and guidelines; the ability to judge when guidance is required; the ability to discuss work with others effectively; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential personal qualities at this level.

### 1.3 SENIORITY

At least three years of clearly demonstrated satisfactory work performance in the Institute at the PL-1 level is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - Conducts basic analysis of data, statistics, texts and information in a manner requiring the elementary application of principles of a recognized profession. Writes reports or sections of reports containing findings and conclusions related to questions or projects of interest to more senior professional staff in the area of work. Is called upon to apply rules, procedures, techniques, guidelines, formal instructions and other texts to routine, standard matters. Writes texts and prepares tables and/or statistics on defined subjects for inclusion in Institute documents, including reports and proposals made available to governing organs, member states, press, and the general public.
- b. Difficulty and Impact of Work - A significant body of precedents, guidelines, instructions and guidance from more senior staff members is readily available. Matters are often treated within the context of routine procedures. The impact of the work is limited to within the Institute.
- c. Work Relationships - Work relationships are normally confined to members of one's own unit. Contacts outside of the unit are normally for the purpose of obtaining, giving or verifying information or data. Contacts outside of the unit for purposes other than those cited above, for example for purposes of planning work or obtaining cooperation, are normally carried out in the company of, or on the specific instructions of, more senior staff members of one's own unit.

Some individuals at the PL-2 level may have routine contacts with very senior staff members or those representing them for the purpose of providing administrative services; applying rules, regulations or procedures; supplying information compiled or approved by more senior staff members of one's own unit; collecting data; etc. Contacts outside of the Institute, if any typically should be with vendors, visitors and other members of the general public and minor governmental officials.

- d. Supervision Received and Independence of Work - Detailed instructions, procedures which control work and continuing guidance from more senior staff are available at this level. Tasks are undertaken on specific instructions from more senior staff members or as part of routine procedures. Work is planned by more senior staff members or by requirements of routine procedures. Exceptional matters encountered in work are examined and problems are identified before matters are referred to a more senior staff member. At this level the individual may propose solutions to problems or treatment to be given to exceptional matters for consideration by superiors; he may make comments or reports to superiors regarding applicability, consistency and relevance of rules, procedures, techniques, texts, guidelines and formal instructions; and he may occasionally develop conclusions, techniques or recommendations which may differ from existing practices, but this is not a normal or a principal part of his work. He does not take action on the above unless specifically instructed to do so.

For routine, repetitive assignments, instructions are received on general objectives, priorities and time limits. Work is normally reviewed upon completion for general accuracy of facts, soundness of analysis and conclusions, conformity with instructions and policy, and accomplishment of assigned objectives or assignments.

For varied, nonrepetitive or more complex assignments, instructions are received on general objectives, priorities and time limits. Work is reviewed by, or discussed with, the supervisor at various stages before completion. Completed work is reviewed for general accuracy of facts, soundness of analysis and conclusions, conformity with instructions and policy and accomplishment of assigned objectives and assignments.

Conclusions, techniques or recommendations developed by the individual which differ from existing practices are reviewed for soundness of analysis, relevance and logic of conclusions, techniques or recommendations.

### LEVEL PL-3

#### 1.1 BACKGROUND

At least four years of relevant work experience or with an advanced university degree specialized in the field of work assigned in the Institute, at least three years of relevant work experience is a necessary requirement to be eligible to be hired by the Institute at this level.



## 1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession or a university degree not specialized in the relevant profession in conjunction with four years of relevant work experience in the field of specialization in addition to the relevant work experience requirement of paragraph 1.1 above, or an advanced university degree specialized in the field of work assigned in the Institute with the relevant work experience indicated in paragraph 1.1 above.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and/or Special Skills - The advanced knowledge of and the ability to apply the concepts and principles of a recognized profession at the specialist level normally associated with a first university degree and four years of relevant experience or the level of an advanced university degree specialized in that recognized profession and at least two years of relevant work experience. Demonstrated technical and/or administrative qualities in carrying out assignments; the ability to meet and deal effectively with associates and others encountered in the course of work, including in meetings and conferences; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential qualities at this level.

## 1.3 SENIORITY

At least three years of clearly demonstrated satisfactory work performance in the Institute at the PL-2 level is required to be promoted to this level.

## 1.4 TYPE AND QUALITY OF SERVICE TO THE INSTITUTE

- a. Type of Work - Conducts analysis of data, statistics, texts, information and policy guidelines in a manner requiring the advanced application of principles of a recognized profession. Writes reports or sections of reports containing findings and conclusions and proposals for action related to questions or projects of interest to more senior professional staff in the area of work. Applies rules, procedures, techniques, texts, guidelines, formal instructions and policy guidelines to routine, standard matters, and adapts or corrects the same to non-routine, exceptional matters for one-third of work time. The individual recommends solutions or actions after examination of options; recommendations are normally accepted by the supervisors. Writes texts and prepares tables or statistics on defined subjects for inclusion in documents of the Institute, including reports and proposals made available to governing organs, the member states, the press and the general public.

- b. Difficulty and Impact of Work - A body of precedents and/or guidelines exists for two-thirds of the work but these are not always clearly applicable. Guidance from more senior staff members is readily available. Individual is required to take policy guidelines into account in the work performed. Final product of individuals at this level is relied upon to maintain the Institute's technical or administrative standards in the individual's field of work. The matters treated at this level are difficult but limited in scope, or broad in scope but of routine difficulty. The impact of the work performed is apparent outside of the Institute.
- c. Work Relationships - At this level the individual is required to have frequent work relationships outside his own unit. Contacts within and without his own unit are to discuss problems, programs, projects and technical actions with a view to finding common ground and/or defining possible solutions to propose to superiors, to coordinate work or to provide technical advice or services within well-defined guidelines. The individual may be called upon to present the unit's official position or views, especially in matters within area of individual specialization. Contacts outside the Institute normally are in the company of more senior officials, or if unaccompanied are for the purpose of exchanging information or of administrative advice or services, usually to an activity under the technical supervision of someone else.
- d. Supervision Received and Independence of Work - At this level some technical guidance from more senior staff members is available. The tasks undertaken are on the basis of general instructions, timetables or as part of routine procedures. The individual is required to plan and implement his own work in consultation with superiors. Exceptional matters encountered in the work are examined and corrective action is taken by the individual within established guidelines and procedures. When the individual is called upon to present the unit's official position or views to others outside of the unit, he acts within the guidelines set by his supervisors.

The guidance provided by the supervisor is in the form of discussion regarding objectives to be achieved, anticipated or suggested approaches or methods of work, priorities, available resources and time limits. Problems are discussed with the supervisors at the individual's discretion.

Completed work is reviewed for soundness of analysis and conclusions, conformity with instructions and policy, and accomplishment of assigned objectives and assignments.

LEVEL PL 41.1 BACKGROUND

At least seven years of relevant work experience. At this level, with any university degree, experience is more important than educational attainments, and is measured not only in years of relevant work, but also in terms of a pattern of increasing responsibilities and depth of specialization and by visible work results.

1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession or a university degree not specialized in the relevant profession in conjunction with three years of experience in addition to the years of the relevant work experience requirement of paragraph 1.1 above, of which at least 50 percent must be in the field of specialization or with an advanced university degree specialized in the field of work as assigned in the Institute, with the relevant work experience indicated in paragraph 1.1 above.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and Special Skills - The advanced knowledge of and the ability to apply the concepts and principles of a recognized profession at the advanced specialist level normally associated with a first or advanced university degree specialized in that profession and seven years of relevant experience. Demonstrated technical and/or administrative qualities in carrying out assignments, the ability to meet and deal effectively with people at all levels and to negotiate in formal and informal conferences and meetings, the ability to get along with associates and to cooperate with others, and the ability to write and speak clearly and effectively are essential personal qualities at this level.

1.3 SENIORITY

At least three years of satisfactory work performance in the Institute at the PL-3 level is required.

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - Conducts the analysis of complex or conflicting data, statistics, texts, information, policy guidelines or requests for decisions in a manner requiring the advanced application of principles of a recognized profession to complex or delicate matters, and provision of authoritative advice in the area of specialization both within and without the Institute for one-third of his work time. For one-third of his work time, writes reports

or sections of reports containing comprehensive analysis of situations or problems, containing recommendations and justifications of recommendations for specific courses of action related to questions or projects of interest to more senior professional staff in the area of work. Investigates and develops major modifications of existing rules, procedures, techniques, texts, guidelines, formal instructions, standards or methods to solve problems or complete assignments for one-third of work time. Presents justifications for adoption of changes or retention of current rules, procedures, standards, etc., in his field of specialization. Reports, studies, recommendations and justifications may be made available to governing organs, member states, press, or general public. Reviews the contents of texts prepared by others which touch on area of expertise and approves them or advises superiors on approving them. May be authorized to commit the unit or, upon specific instructions, the Institute, to a course of action, which may involve utilization of resources. Directs technical activities within area of specialization.

- b. Difficulty and Impact of Work - A body of precedents and/or guidelines exists for two-thirds of work, but these are not always clearly applicable and in some cases are contradictory. Applies his experienced judgement in adapting precedents, guidelines or developing new approaches to fit circumstances. Takes or approves corrective actions within policy limits, established guidelines and procedures. Guidance from more senior staff members is available, however, it is limited and is not on technical points since authoritative technical responsibility is vested at this level. Takes policy guidelines into account in work. Work is relied upon to maintain the technical or administrative standards of the Institute in his field of specialization. Develops and justifies improvements or solutions, and implements them with supervisor's approval. These actions establish precedents for the future. Matters treated are complex but limited in scope, or difficult and broad in scope. Impact of work is readily apparent outside the Institute.
- c. Work Relationships - At this level the individual has frequent work relationships outside of his own unit. Contacts within and without his own unit are to discuss problems, programs, projects, technical actions with a view to finding common ground and/or defining possible solutions to propose to superiors, to coordinate work or to provide technical advice or services. Contacts outside of the Institute are to present the unit's official position or views (which are those of the Institute) on matters within area of specialization. Contacts outside of the Institute are usually unaccompanied, and are generally for the purpose of exchanging views, negotiating agreements on technical matters, with governments or institutions, providing technical advice or services, usually for an activity being directed technically by the individual himself.

- d. Supervision Received and Independence of Work - At this level little technical guidance from more senior staff is available. Individual is required to act within guidelines which are not always clearly applicable and are in some cases contradictory or within policy limits when taking or approving final actions or when representing the unit. Individual plans and implements his own work in consultation with superiors. Guidance by the supervisor or higher level staff members is in the form of discussions regarding objectives of assignments, nature of anticipated problems, priorities, time requirements or budgetary limitations.



## SECTION III

QUALIFICATION STANDARDS FOR  
INTERNATIONAL PROFESSIONAL PERSONNEL

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LEVEL P-11.1 BACKGROUND

The work experience typically accomplished while in pursuit of an advanced university degree plus one year of experience in the field of specialization.

1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession and one year of experience or an advanced university degree specialized in the field of work assigned in the Institute.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level is a necessary requirement.
- c. Personal Qualifications and/or Special Skills - The knowledge of and the ability to apply the concepts and principles of a recognized profession at a level normally associated with a first university degree is a minimum requirement at this level. The ability to carry out assignments in accordance with instructions and guidelines; the ability to judge when guidance is required; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly are essential personal qualities required at this level.

1.3 SENIORITY

Not applicable at this level.

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - The location, collection, compilation, conversion, comparison and presentation of data, statistics, texts and information in a manner in which the elementary application of principles of a recognized profession are required. Application of rules, procedures, techniques, guidelines, formal instructions and other texts to routine, standard cases.
- b. Difficulty and Impact of Work - A significant body of precedents, guidelines, instructions and guidance from more senior staff members is readily available. Matters treated are of a narrow scope and of limited difficulty. Matters are often attended to within the context of routine procedures. The impact of the work is normally limited to one's own unit.

- c. Work Relationships - Work relationships are within the Institute normally confined to members of one's own unit. Contacts outside of the unit are normally for the purpose of obtaining, giving or verifying information or data. Contacts outside of the unit for purposes other than those cited above, for example for purposes of planning work or obtaining cooperation, are normally carried out in the company of or on the specific instructions of more senior staff members of one's own unit.

Some staff members at this level may have contacts with very senior level members or those representing them, or with persons outside the Institute, for the purpose of providing services, applying rules, regulations or procedures, supplying information compiled or approved by more senior staff members of the same unit, collecting data, etc.

- d. Supervision Received and Independence of Work - Detailed instructions, procedures which control work and continuing guidance from more senior staff are available at this level. Tasks undertaken are with specific instructions from a more senior staff member or as part of routine procedures. Work is planned by more senior staff members or by requirements of routine procedures. Exceptional cases encountered in work are referred to supervisors for treatment. When referring exceptional cases, one may note omissions in or disputed nature of data, statistics, texts or information, or conflicting or unclear rules, procedures, techniques, texts, guidelines or formal instructions.

For recurring, routine tasks, work is reviewed closely upon completion for adherence to instructions. For non-routine tasks, work is reviewed and advice and guidance given throughout all stages of work. Completed work is closely reviewed for accuracy, completeness, and correct application of instructions, guidelines, policies, etc.

- e. Written technical and scientific communications - The publication of original useful scientific papers in the field of specialization or a high quality thesis or the equivalent is a necessary requirement at this level.

#### LEVEL P-2

##### 1.1 BACKGROUND

At least two years of relevant work experience is required at this level.

##### 1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession with two years of relevant experience or a university degree not specialized in the relevant profession in conjunction with two years of work experience in the field of specialization in addition to

the work experience required in paragraph 1.1 above, or an advanced university degree specialized in the field of work assigned in the Institute plus the work experience required in paragraph 1.1 above.

- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and/or Special Skills - The knowledge of and the ability to apply the concepts and principles of a recognized profession at a level normally associated with an advanced university degree with two years of experience is a minimum requirement at this level. Demonstrated ability to carry out assignments in accordance with instructions and guidelines; the ability to judge when guidance is required; the ability to discuss work with others effectively; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential personal qualities at this level.

### 1.3 SENIORITY

At least two years of clearly demonstrated satisfactory work performance in the Institute at the P-1 level is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - Conducts basic analysis of data, statistics, texts and information in a manner requiring the elementary application of principles of a recognized profession. Writes reports or sections of reports containing findings and conclusions related to questions or projects of interest to more senior professional staff in the area of work. Is called upon to apply rules, procedures, techniques, guidelines, formal instructions and other texts to routine, standard matters. Writes texts and prepares tables and/or statistics on defined subjects for inclusion in Institute documents, including reports and proposals made available to governing organs, member states, press, and the general public.
- b. Difficulty and Impact of Work - A significant body of precedents, guidelines, instructions and guidance from more senior staff members is readily available. Matters are often treated within the context of routine procedures. The impact of the work is normally limited to within the Institute.
- c. Work Relationships - Work relationships are normally confined to members of one's own unit. Contacts outside of the unit are normally for the purpose of obtaining, giving or verifying information

or data. Contacts outside of the unit for purposes other than those cited above, for example for purposes of planning work or obtaining cooperation, are normally carried out in the company of, or on the specific instructions of, more senior staff members of one's own unit.

Staff members at the P-2 level working in technical fields may have contacts with very senior staff members or those representing them, or with persons outside of the Institute, for the purpose of providing services, applying rules, regulations or procedures, supplying information compiled or approved by more senior staff members of one's own unit, collecting data, etc. Contacts outside of the Institute typically should be with visitors and other members of the general public and minor governmental officials.

- d. Supervision Received and Independence of Work - Detailed instructions, procedures which control work and continuing guidance from more senior staff are available at this level. Tasks are undertaken on specific instructions from more senior staff members or as part of routine procedures. Work is planned by more senior staff members or by requirements of routine procedures. Exceptional matters encountered in work are examined and problems are identified before matters are referred to a more senior staff member. At this level the individual may propose solutions to problems or treatment to be given to exceptional matters for consideration by superiors; he may make comments or reports to superiors regarding applicability, consistency and relevance of rules, procedures, techniques, texts, guidelines and formal instructions, and he may occasionally develop conclusions, techniques or recommendations which may differ from existing practices, but this is not a normal or a principal part of his work. He does not take action on the above unless specifically instructed to do so.

For routine, repetitive assignments, instructions are received on general objectives, priorities and time limits. Work is normally reviewed upon completion for general accuracy of facts, soundness of analysis and conclusions, conformity with instructions and policy, and accomplishment of assigned objectives or assignments.

For varied, nonrepetitive or more complex assignments, instructions are received on general objectives, priorities and time limits. Work is reviewed by, or discussed with, the supervisor at various stages before completion. Completed work is reviewed for general accuracy of facts, soundness of analysis and conclusions, conformity with instructions and policy and accomplishment of assigned objectives and assignments.

Conclusions, techniques or recommendations developed by the individual which differ from existing practices are reviewed for soundness of analysis, relevance and logic of conclusions, techniques or recommendations.

- e. Written technical and scientific communications - The publication of original useful scientific papers in the field of specialization and a high quality thesis or the equivalent is a necessary requirement at this level.

### LEVEL P-3

#### 1.1 BACKGROUND

At least four years of relevant work experience, progressively broader in scope and of greater difficulty.

#### 1.2 QUALIFICATIONS

- a. Education - A university degree in the relevant profession or a university degree not specialized in the relevant profession in conjunction with three years of relevant work experience in the field of specialization in addition to the relevant work experience requirement of paragraph 1.1 above, or an advanced university degree specialized in the field of work assigned in the Institute with the relevant work experience indicated in paragraph 1.1 above or a Ph. D with two years of relevant work experience.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and/or Special Skills - The advanced knowledge of and the ability to apply the concepts and principles of a recognized profession at the specialist level normally associated with an advanced university degree specialized in that recognized profession and at least four years of relevant work experience. Demonstrated technical and/or administrative qualities in carrying out assignments; the ability to meet and deal effectively with associates and others encountered in the course of work, including in meetings and conferences; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential qualities at this level.

#### 1.3 SENIORITY

At least two years of clearly demonstrated satisfactory work performance in the Institute at the P-2 level is required to be promoted to this level.

#### 1.4 TYPE AND QUALITY OF SERVICE TO THE INSTITUTE

- a. Type of Work - Conducts analysis of data, statistics, texts, information and policy guidelines in a manner requiring the advanced application of principles of a recognized profession.

Writes reports or sections of reports containing findings and conclusions and proposals for action related to questions or projects of interest to more senior professional staff in the area of work. Applies rules, procedures, techniques, texts, guidelines, formal instructions and policy guidelines to routine, standard matters, and adapts or corrects the same to non-routine, exceptional matters for one-third of work time. The individual recommends solutions or actions after examination of options; recommendations are normally accepted by the supervisors. Writes texts and prepares tables or statistics on defined subjects for inclusion in documents of the Institute, including reports and proposals made available to governing organs, the member states, the press and the general public.

- b. Difficulty and Impact of Work - A body of precedents and/or guidelines exists for two-thirds of the work but these are not always clearly applicable. Guidance from more senior staff members is readily available. Individual is required to take policy guidelines into account in the work performed. Final product of individuals at this level is relied upon to maintain the Institute's technical or administrative standards in the individual's field of work. The matters treated at this level are difficult but limited in scope, or broad in scope but of routine difficulty. The impact of the work performed is apparent outside of the Institute.
- c. Work Relationships - At this level the individual is required to have frequent work relationships outside his own unit. Contacts within and without his own unit are to discuss problems, programs, projects and technical actions with a view to finding common ground and/or defining possible solutions to propose to superiors, to coordinate work or to provide technical advice or services within well-defined guidelines. Individual may be called upon to present an official position or views, especially in matters within the area of individual specialization. Contacts outside the Institute normally are in the company of more senior officials, or if unaccompanied, are for the purpose of exchanging information or of providing technical input, advice or services, usually for an activity under the technical supervision of someone else.
- d. Supervision Received and Independence of Work - At this level some technical guidance from more senior staff members is available. The tasks undertaken are on the basis of general instructions, timetables or as part of routine procedures. The individual is required to plan and implement his own work in the consultation with superiors. Exceptional matters encountered in the work are examined and corrective action is taken by the individual within established guidelines and procedures. When the individual is called upon to present the unit's official position or views to others outside of the unit, he acts within the guidelines set by his supervisors.

The guidance provided by the supervisor is in the form of discussion regarding objectives to be achieved, anticipated or suggested approaches or methods of work, priorities, available resources and time limits. Problems are discussed with the supervisors at the individual's discretion.

Completed work is reviewed for soundness of analysis and conclusions, conformity with instructions and policy, and accomplishment of assigned objectives and assignments.

- e. Written technical and scientific communications - The individual must have accomplished the publication of useful scientific work in the field of specialization.

#### LEVEL P-4

##### 1.1 BACKGROUND

At least seven years of relevant work experience, progressively broader in scope, higher in level, and greater in degree of difficulty. At this level, with a first or advanced university degree, experience is more important than educational attainments, and is measured not only in years of relevant work but also in terms of a pattern of increasing responsibilities and depth of specialization and by visible work results.

##### 1.2 QUALIFICATIONS

- a. Education - An advanced university degree specialized in the field of work as assigned in the Institute with the relevant work experience indicated in paragraph 1.1 above or a Ph. D in a recognized profession with four years of relevant work experience.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and Special Skills - The advanced knowledge of and the ability to apply the concepts and principles of a recognized profession at the advanced specialist level normally associated with a first or advanced university degree specialized in that profession and seven years of relevant experience. Demonstrated technical and/or administrative qualities in carrying out assignments, the ability to meet and deal effectively with people at all levels and to negotiate in formal and informal conferences and meetings; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential personal qualities at this level.

### 1.3 SENIORITY

At least three years of clearly demonstrated above satisfactory work performance in the Institute at the P-3 level is required to be promoted to this level.

### 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - Conducts the analysis of complex or conflicting data, statistics, texts, information, policy guidelines or requests for decisions in a manner requiring the advanced application of principles of a recognized profession to complex or delicate matters, and provision of authoritative advice in the area of specialization both within and without the Institute for one-third of his work time. Writes reports or sections of reports containing comprehensive analysis of situations or problems, containing recommendations and justifications of recommendations for specific courses of action related to questions or projects of interest to more senior professional staff in the area of work. Investigates and develops major modifications of existing rules, procedures, techniques, texts, guidelines, formal instructions, standards or methods to solve problems or complete assignments for one-third of work time. Presents justifications for adoption of changes or retention of current rules, procedures, standards, etc., in his field of specialization. Reports, studies, recommendations and justifications may be made available to governing organs, member states, press, general public. Reviews the contents of texts prepared by others which touch on area of expertise and approves them or advises superiors on approving them. May be authorized to commit unit, or upon specific instructions, the Institute, to a course of action, which may involve utilization of resources. Directs technical activities within the area of specialization.
- b. Difficulty and Impact of Work - A body of precedents and/or guidelines exists for two-thirds of work, but these are not always clearly applicable and in some cases are contradictory. Applies his experienced judgement in adapting precedents, guidelines or developing new approaches to fit circumstances. Takes or approves corrective actions within policy limits, established guidelines and procedures. Guidance from more senior staff members is available, however, it is limited and is not on technical points since authoritative technical responsibility is vested at this level. Takes policy guidelines into account in work. Work is relied upon to maintain the technical or administrative standards of the Institute in his field of specialization. Develops and justifies improvements or solutions, and implements them with the supervisor's approval. These actions establish precedents for the future. Matters treated are complex but limited in scope, or difficult and broad in scope. The impact of work is readily apparent outside the Institute.



- c. Work Relationships - At this level the individual has frequent work relationships outside of his own unit. Contacts within and without his own unit are to discuss problems, programs, projects, technical actions with a view to finding common ground and/or defining possible solutions to propose to superiors, to coordinate work or to provide technical advice or services. Contacts outside of the Institute are to present the unit's official position or views (which are those of the Institute) on matters within the area of specialization. Contacts outside of the Institute are usually unaccompanied, and are generally for the purpose of exchanging views, negotiating agreements on technical matters, with governments or institutions, providing technical advice or services, usually to an activity being directed technically by the individual himself.
- d. Supervision Received and Independence of Work - At this level little technical guidance from more senior staff is available. The individual is required to act within guidelines which are not always clearly applicable and are in some cases contradictory or within policy limits when taking or approving final actions or when representing the unit.

Individual plans and implements his own work in consultation with superiors. Guidance by the supervisor or higher-level staff members is in the form of discussions regarding objectives of assignments, nature of anticipated problems, priorities, time requirements or budgetary limitations.

- e. Written technical and scientific communications - The individual must have attained a solid reputation as a specialist in his field through a considerable number of publications, papers, or studies renowned for their merit and use in that field.

#### LEVEL P-5

##### 1.1 BACKGROUND

At least twelve years of relevant work experience, progressively broader in scope, higher in level, and greater in degree of difficulty. The number of years of relevant work experience for those individuals with post graduate studies can be reduced; for example, for those individuals holding the highest level university degree (eg., Ph.D.) in a recognized profession, the years of relevant work experience would be at least seven years. At this level, with a first or advanced university degree, experience is more important than educational attainments, and is measured not only in years of relevant work but also in terms of a pattern of increasing responsibilities and depth of specialization and by visible work results.

## 1.2 QUALIFICATIONS

- a. Education - A university degree in a relevant profession or a university degree not specialized in the relevant profession in conjunction with at least 50% of the relevant work experience requirements of paragraph 1.1 above, in the field of specialization or an advanced university degree specialized in a relevant profession with the relevant work experience stipulated in 1.1 above or the highest level university degree (eg. Ph. D.) with specialization in a relevant field with the experience stipulated in 1.1 above.
- b. Language Requirements - The knowledge of at least two official languages of the Institute at a level sufficient to permit the accomplishment of the duties and responsibilities assigned at this level.
- c. Personal Qualifications and Special Skills.- The advanced knowledge and the ability to apply the concepts and principles of a recognized profession at the highest specialist level normally associated with a first or advanced university degree specialized in that profession and twelve years of relevant experience are necessary requirements. Demonstrated and recognized technical and/or administrative leadership in carrying out the objectives and policies of the Institute (or in work of a similar nature and of similar importance); marked ability to meet and deal effectively with people at very high levels, to negotiate in formal and informal conferences and meetings and to present effectively new ideas, concepts or approaches; demonstrated ability to devise new concepts, approaches, techniques, etc.; the ability to get along with associates and to cooperate with others; and the ability to write and speak clearly and effectively are essential personal qualities at this level.

## 1.3 SENIORITY

At least five years of consistently outstanding work performance in the Institute at the P-4 level or the equivalent is required to be promoted to this level.

## 1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - Conducts the analysis of complex or conflicting data, statistics, texts, information, policy guidelines or requests for decisions in a manner requiring the highly advanced application of principles of a recognized profession to complex or delicate matters and provision of authoritative advice in the area of specialization within or without the Institute for a majority of time. Writes reports or comprehensive analysis of complex situations or problems. Adapts rules, procedures, techniques, texts, guidelines, formal instructions, standards or methods to

solve difficult or exceptional problems or to complete complex assignments for a majority of work time. Justifies recommendations for specific courses of action. May represent the Institute in policy, substantive or administrative matters where guidelines are few, are only partly applicable or are unclear. May approve final actions within policy limits and guidelines. Prepares authoritative texts on defined subjects for inclusion in the documents of the Institute, including reports and proposals made available to governing organs, member states, press, or the general public. Reviews contents of texts prepared by others which touch on the area of expertise and approves or amends them. May be authorized to commit the unit or the Institute to courses of action, which may involve utilization of resources. Directs technical activities within the area of his specialization. Tests adequacy of established techniques, practices, standards, methods and makes innovative proposals for change when necessary, or justifies retention of existing techniques. Evaluates new methods, techniques, concepts in the field of work for adequacy and applicability to IICA activities. Reviews and provides authoritative analysis of reports, forecasts, procedures or concepts prepared by others in or outside the Institute, and advises superiors.

At this level, whatever the nature of the work, the majority of work time is devoted to innovative and original work, as distinguished from new applications of established ideas and techniques.

- b. Difficulty and Impact of Work - A body of precedents and/or guidelines exists for less than half work, and these are not always clearly applicable and in some cases are contradictory. Applies his experienced judgement in creating and/or adapting policies, precedents, guidelines or techniques to fit circumstances. Work is far reaching in character with a direct impact on present or future policies, programs, objectives, development activities or utilization of resources of the Institute. Work may have special urgency or significance. No guidance from more senior staff members is available on technical points since the highest authoritative technical responsibility is vested at this level. Work is relied upon to maintain IICA's technical or administrative standards in his field of specialization. Individual takes or approves corrective actions within policy limits which establish precedents for the future. The matters treated at this level are both complex and broad in scope, and consist primarily of technical, policy or political matters with few precedents.
- c. Work Relationships - At this level the work relationships are similar to those of the P-4 level, except that at the P-5 level there are frequent contacts with high level Institute staff members, delegations and senior government officials, governing bodies and

staff members of other international institutions. Individuals at this level are also frequently called upon to represent the Institute in technical situations.

- d. Supervision Received and Independence of Work - At this level the guidelines are few, are not always clearly applicable and are in some cases contradictory. The individual acts within policy limits and plans and implements his own work in consultation with superiors. Guidance by the supervisor or manager is in the form of discussion regarding objectives, the importance and impact of the work to be performed, and time, budgetary and policy limitations. Review of work by the supervisor is only for impact and compatibility of actions on current programs, policies, practices or objectives of the Institute, since results of the work are considered technically complete and authoritative.
- e. Written, technical and scientific communications - At this level, the publication of papers or performance of studies or work of value and of a broad scope in different fields of specialization, which reveal a broad, integrated vision of problems undertaken, is a necessary requirement. In addition, if possible, he should have a solidly established and accredited reputation, distinctions, honorary degrees, or similar recognitions that also reveal a high degree of originality and a creative spirit.

#### LEVEL P-6

##### 1.1 BACKGROUND

This level can be attained only through work in the Institute. The background requirements for this level are the same as for a P-5, except that the individual must have at least 15 years of work experience.

##### 1.2 QUALIFICATIONS

- a. Education - The highest level of university degree (eg. Ph. D.) in a relevant profession is a necessary requirement at this level.
- b. Language requirements - The same as for the P-5 level.
- c. Personal Qualifications and Special Skills - The advanced knowledge and ability to apply the highest level of concepts and principles in his recognized profession at the very highest specialist level normally associated with being an expert in his field of specialization.

##### 1.3 SENIORITY - At least seven years of work performance in the Institute at exceptionally high standards of the P-5 level.

1.4 TYPE AND QUALITY OF SERVICE RENDERED TO THE INSTITUTE

- a. Type of Work - The same as for the P-5 level, however, all original work and/or review of work of others is at the highest level and without any further review. At this level, whatever the nature of the work, all work time is devoted to innovative and original work.
- b. Difficulty and Impact of Work - The highest level of difficulty and impact of work possible in the field of specialization.
- c. Work Relationship - The same as for the P-5 level.
- d. Supervision Received and Independence of Work - At this level the individual must be the expert in his field of specialization, thus, no technical supervision is necessary. However, there may be a requirement for administrative supervision.
- e. Written Technical and Scientific Communications - At this level publications and papers published are of the highest level in the field of specialization and in related fields of specialization, revealing the broadest possible integration of vision of problems undertaken. In addition, he must have a solidly established and accredited reputation through scientific awards, academic distinctions, honorary degrees, or similar recognitions that reveal the highest degree of originality, innovation and creative spirit.

LEVELS D-1 AND D-2

Levels D-1 and D-2 are reserved for "positions of trust", consequently, they are not "personal classification" levels.



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