
Twenty-First meeting of the Council
Abu Dhabi, 25-26 May 2021

Report of the Director-General Staff Tenure Policy

I. Introduction

1. In 2019, on having assumed the leadership of the Agency, the Director-General committed to broadening the nature of the work of the Agency and deepening its engagement with Members to strengthen its position as the intergovernmental organisation for the energy transition, and as the principal platform for international cooperation on renewable energy and related technologies.
2. The Staff and the expertise they possess are the organisation's most important resource. By the very nature of the various aspects of activities at the global, regional and national levels for the deployment of renewables, safeguarding the expertise and experience of staff at all levels is central and pivotal to the Agency responding to its mandate now and in the coming years.
3. The current regulations and provisions on length of service (tenure) make the Agency very vulnerable to losing valuable institutional knowledge and competent personnel, and running the risk of a high level of turnover now and in the future. These provisions also put the Agency's staff at a disadvantage compared to some other international organisations.
4. In order to reinforce the Agency's growing influence on the international stage, and to remain responsive to the needs of Members, a timely strategy is required to ensure that the Secretariat is equipped with the expertise needed to meet growing demands in the coming years. In this respect, the expertise and experience of staff continues to be a high priority. As the energy transition landscape has become increasingly competitive, comparable organisations are attracting and retaining staff to reflect the new unfolding energy reality. Against this competitive backdrop, it is critical that the Agency is able to attract and retain the best staff, and that it is able to ensure that it is not actively disadvantaged by staff policies in this respect.
5. In presenting this comprehensive proposal below on length of service of staff (both General Service and Professional), the views expressed by Members during past Council meetings and Assembly sessions¹ on this issue have been taken into account. In addition, a detailed review of other tenure organisations was undertaken regarding the application of their tenure policies. As such, the Agency recommends consideration by the Council of provisions similar to those which have been provided by the other international organisations (See Annex XIX).

¹ Background documents on this issue include C/18/5; C/19/3 and Report of the twentieth meeting of the Council (C/20/SR/1)

6. The proposal presented ensures an alignment of the Agency's staff conditions of service with those of other organisations in order to position the Agency as an employer of choice in the field of renewables, energy and climate. The proposal also reflects the strategy and direction of work that IRENA seeks to chart in the coming years, as the Agency defines its programmatic priorities through the development of the Work Programme and Budget for 2022-2023 and Medium-term Strategy 2023-2027.

II. Positioning the Agency in the Next Decade

7. Since its establishment a decade ago, IRENA has been at the forefront of providing knowledge and policy support for the deployment of renewables. It has facilitated knowledge sharing and raised awareness of the benefits of widespread adoption of renewable energy.
8. The world today is significantly different to the world in which IRENA was first established. There is unprecedented momentum at a political, civil, and business level to drive a positive shift in the way in which energy is generated, distributed and consumed. This inertia requires even greater levels of institutional support at a global, regional and national level to channel efforts and inform decision making. IRENA is well placed to continue its leadership role in this respect, over the coming decades.
9. IRENA must broaden the nature of its work and deepen its engagement with Members to strengthen its position as the intergovernmental organisation for the energy transition, and as the principal platform for international cooperation on renewable energy. As the Agency and its Members embark on the decisive decade for the energy transition it has become increasingly important that IRENA's institutional capacity is more robust than ever, allowing it to respond to an evolving global energy landscape and accelerated political momentum for the energy transition.
10. The findings of IRENA's World Energy Transitions Outlook preview outline what must be done to align the energy system with the 1.5-degree trajectory. Renewable power capacity should grow by more than 840 GW per year, close to three times the record levels witnessed in 2020. Current energy spending plans of USD 98 trillion by 2050, should be supplemented by an additional USD 33 trillion of energy transition investment and much of the planned spend should be redirected towards the energy system of the future.
11. At the same time, despite the ongoing health crisis and economic challenges, countries and regions are increasingly making ambitious and far-reaching commitments to climate action. Close to 30 countries and more than 70 per cent of the global economy have already announced net-zero ambitions by the middle of this century.
12. IRENA's significant pool of intellectual capital accumulated through programmatic work and interaction with countries, and its growing credibility as a global energy authority must be leveraged to respond swiftly and effectively to shape the future global energy discourse. Specific areas of work will need greater focus. The Agency's work on technology and innovation should expand, as should its expertise in power market and policy design, regulatory frameworks and business and financing solutions.
13. Other key areas of expansion include project facilitation, just transition, geopolitics of energy transformation and the energy transition in SIDS, among others. The institutional capacity of the Agency requires a reliable and predictable operational setting to ensure that continued and seamless support is provided to its Members.

III. Strengthening institutional capacity

14. Currently there are only 91 core positions at the Agency, with a further 60 recruited as non-core and project staff. Given that such sources of funding are not predictable, project staff for related specific issues/projects cannot be extended nor given the guarantee of some measure of certainty of employment. Therefore, the very nature of IRENA's funding structure promotes regular uptake of new talent.
15. Employee turnover is a costly issue for any organisation, and particularly so for IRENA given its current stage of development and associated programmatic and strategic direction. Aside from the time, effort and resources required to manage the recruitment process, and the loss of institutional knowledge, capacity, competencies, and competitiveness, there is also the damaging effect of an erosion of IRENA's position as a global centre of excellence in the energy transition.
16. The fact that the Agency has continued to deliver, despite the restrictions and challenges associated with the COVID-19 pandemic, is largely the result of the strong relationships staff have built with partners and the continued close engagement with Members. Shaping the world's response to the current crisis in a way that aligns global development with the Sustainable Development Goals and the Paris Agreement requires the continued growth of IRENA as the authoritative voice of energy. For that, the Agency needs to ensure continuity of its compelling and robust knowledge base and strong and stable cadre of human capacity.
17. It requires staff who bring diverse knowledge, a range of perspectives and world-leading competencies to ensure that the Agency's work remains relevant, timely and holistic. It requires staff who are inspired to enact positive change in countries across the world, with adequate support and opportunities for collaboration to ensure that they retain the ability to tap into their inspiration. It requires staff who are committed and dedicated to the vision and mission of the Agency.
18. When compared to other organisations such as the International Energy Agency (IEA), the International Atomic Energy Agency (IAEA), the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) among others, and considering that the Agency is only a decade old, it has acquired a formidable reputation as a centre for excellence and a credible voice of renewables in the global and regional dialogues on energy transition, as a result of its institutional capacity and staffing profile.

IV. Proposal from the Director-General

19. The IRENA Statute specifically refers to core budget in the context of core activities and administrative costs, in recognition of the fact that the Agency needs such stability. Article XI C of the Statute specifies that "*.....The paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity....*". The IRENA Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of the Secretariat of the International Renewable Energy Agency. They represent the broad principles of human resources policy for the staffing and administration of the Secretariat. The Staff Regulations apply to all staff at all levels.
20. The proposal contained in this report considers the exchange of views at the twentieth Council meeting and those at the eleventh session of the Assembly together with further examination of the tenure practice applied to date.

21. The current IRENA Staff Regulation 5.4 (Period of appointment and probation) (A/1/DC/3) provides that the total length of Service (Tenure) on fixed-term appointments for IRENA Professional staff members shall be as follows:
- a. The Deputy Director-General's appointment shall be for up to four years, renewable for up to a further four years.
 - b. Other professional staff members shall be granted either a temporary or a fixed-term appointment. No continuing appointments shall be granted.
 - *Fixed-term appointments may be extended at the discretion of the Director-General.*
 - *The initial period shall normally not exceed three (3) years.*
 - *The total length of service on fixed-term appointments shall normally not exceed seven (7) years.*
 - c. The Director-General may:
 - *Extend this maximum length of service for staff once for a period of up to two (2) years,*
 - *Provided that, for staff at the professional level and above, there is a documented record of performance and the need for such extension to ensure continuity of the Agency's work.*
22. In addition to the three abovementioned provisions from IRENA staff regulation 5.4 (a), (b), (c), the Assembly at its seventh session in January 2017, adopted a decision titled "*Decision on temporary measure on the length of staff service*" (A/7/DC/4), which granted the Director-General the authority to:
- a. Extend the length of service of all staff serving with the Agency on 15 January 2017 for a period of up to four years in addition to the periods currently provided for in Staff Regulation 5.4 (b) and (c).
23. In presenting the current proposal, the Director-General considered the discussions on tenure during the Council's twentieth meeting held on 4 November 2020; 'Current IRENA Staff regulation 5.4 (a), (b) and (c)'; and decision A/7/DC/4 'Decision on temporary measure on the length of staff service'.
24. The proposal also takes into account that in the next ten years there will be a turnover of a total of 151 staff members, implying that the entire staff of the Agency will have to be replaced, if the prevailing provisions on length of service are applied.
25. This document provides detailed information on the proposal presented for consideration at the twentieth meeting of the Council, namely, to exclude General Service Staff from tenure limits and it seeks further guidance on the length of service "Tenure" in order to recommend a decision to the next Assembly on this matter.
26. The proposal on the General Service staff length of service includes the following:
- a. To exclude the length of service "Tenure" for all General Service staff and establish a retirement age of 65 for all General Service staff as is currently applied for all UN Agencies using the International Civil Service Commission (ICSC) standards.²

² It is important to highlight that by removing the tenure, IRENA will align its tenure policy for General Service staff with that of other intergovernmental organisations (CTBTO, IAEA, OECD, OPCW, OSCE).

27. The proposal on the Professional staff length of service includes the following:
- a. For Professional Staff, the Director-General be given flexibility to provide an additional extension to the existing tenure rules in the following cases:
 - i) to complete the conversion procedure to an open-ended appointment, for a further period not exceeding one year;
 - ii) in minimal circumstances and when the organisation's interests so warrant, for a further period not exceeding three years;
 - iii) conversion of fixed-term appointments to open-ended appointments after a minimum of five years of satisfactory service and if considered to be in the organisation's long-term interests, bearing in mind organisational requirements.
 - b. The temporary measure on the tenure decided by the Assembly at its seventh session, to be extended and as modified by the present proposal, applied to all Professional staff of the Agency.

V. Financial implications of the proposal to exclude General Service staff from the Staff Tenure Policy

28. The financial projections cover the next decade (2021 to 2030) and propose two scenarios "Current" and "Proposed", based on a comprehensive cost benefit analysis.
29. Under the "Current" scenario, the analysis presents financial and staffing implications of applying the tenure policy as stated in Staff Regulation 5.2 (b) and (c) and also takes into account the temporary decision (A/7/DC/4) adopted by the Assembly in 2017.
30. Under the "Proposed" scenario, the analysis presents financial and staffing implications of applying the Director-General's proposal stated under paragraph 26 (a), and 27 (a) and (b) above. Under the "Current" scenario aligned with the existing tenure policy, total General Service staff costs will amount to USD 45.4 million over the next ten years (2021-2031). This amount includes USD 28.8 million for staff reaching the tenure, and USD 16.6 million for the recruitment of replacement staff due to the current staff conditions/regulations.
31. It is estimated that under the "Current" scenario, over the next ten years, all General Service staff currently serving the Agency will have reached tenure limit.
32. Under the "Proposed" scenario, the costs for General Service staff over the same period mentioned above (2021-2031) will be USD 47.7 million. The USD 2.3 million in additional amount is a reflection of the cost of retaining highly skilled General Service staff, with proven track record, experience and institutional memory and the avoided cost in terms of reskilling and induction time of incumbent new staff. Furthermore, it shows the related investment needed by the Agency to provide more security to its staff and also the effort needed to align the Agency General Service Conditions of service with what other organisations put in place for their General Service Staff. In addition, under the proposed scenario additional benefits accrue to the Agency of maintaining staff motivation to continue to contribute and at the same time, advance their careers in the Agency
33. It is important to highlight that by removing the tenure, IRENA will align its tenure policy for General Service staff with that of other intergovernmental organisations (CTBTO, IAEA, OECD, OPCW, OSCE).

VI. Financial implications of the proposal to extend tenure for all Professional staff over the next ten years

34. For the Professional staff, the analysis shows that in the “Current” scenario, the total staff cost over the next ten years is estimated at USD186.5 million, inclusive of USD 128.7 million for the staff currently serving the Agency, and USD 57.7 million will be the cost for replacement.
35. In the “Current” scenario, all institutional memory will be lost, as a result of replacing nearly the entire staff over the next ten years. The Agency’s current staffing comprises of 111 staff members at Professional levels: 56 staff members at junior and mid-professional levels (P1-P3) will need to be replaced, 48 staff at P4 and P5 levels, and 7 staff at Director levels.
36. With the “Proposed” scenario for Professional staff, the total cost of staff is estimated at USD 182.2 million over the next ten years, resulting in a saving of USD 4.2 million.
37. Extending the length of service would result in retaining staff members for longer periods, reducing recruitment and separation costs. It is estimated that IRENA could save USD 4.2 million between 2021 and 2031 for Professional positions.
38. The combined “Proposed” scenarios for extending the length of service for Professional Staff and excluding the length of service and establishing a retirement age of 65 for all General Service Staff, will result in a net saving of USD 1.93 million to the Agency over a period of ten years.

VII. Final Considerations

39. In presenting the comprehensive proposal on Staff length of service (both General Service and Professional), as mentioned above, the views expressed by Members during past Council meetings and Assembly sessions on this issue have been taken into account. In addition, a detailed review of other tenure organisations was undertaken regarding the application of their tenure policies. As such, the Agency recommends consideration by the Council of provisions similar to those which have been provided by the other international organisations.
40. Following extensive review of organisational practices, the Director-General would like to reiterate the need for an alignment of the Agency’s staff conditions of service with those of other organisations in order to position the Agency as an employer of choice in the field of renewables, energy and climate.
41. The current COVID-19 pandemic has impacted most international organisations and as a result, a new way of working has been created. Most organisations, since 2020, have been focusing on reorienting their programs to address the new demand. During such a demanding time, the Agency will need all its capacity and institutional memory.
42. As part of the Agency’s social responsibility during the pandemic and in the years to come, the Agency needs, to the extent possible, to avoid separating Staff during the current pandemic where the work market has shrunk considerably. In this regard, it is unclear as to when this situation would be normalised. Indications are that it may not be in the immediate future. During these extraordinary times, a high turnover in IRENA staffing is likely to yield considerable disruptions to the work of the Agency.

43. In accordance with guidance received at the eleventh session of the Assembly, the Agency intends to develop its Human Resources strategy further to ensure that staff, interns, associate professionals and consultants are managed and planned in a highly efficient and effective manner for business continuity purposes.

VIII. Annexes

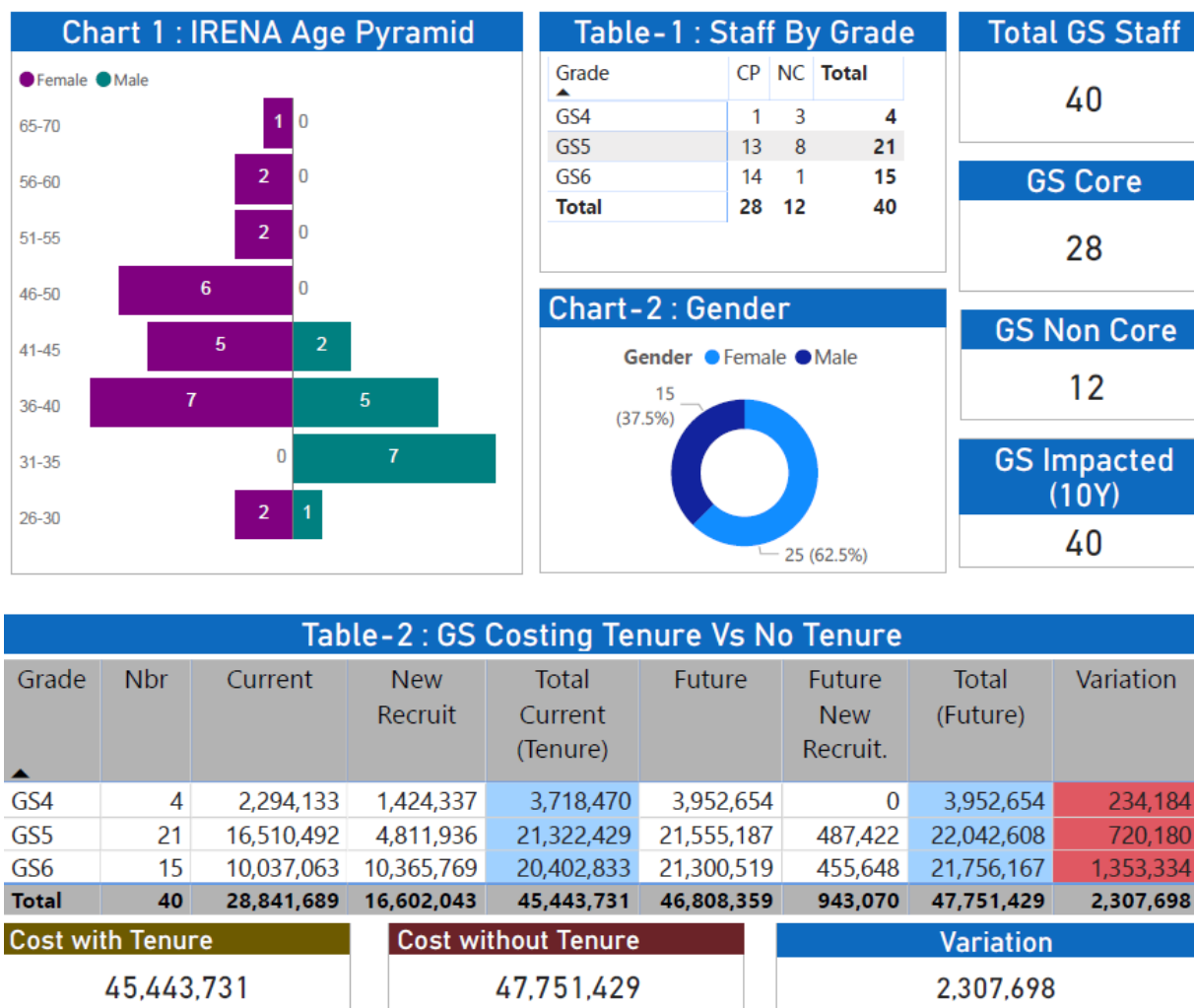
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I. Cost benefit analysis – Analysis Assumptions

- a. One additional step is projected for each year of service, up to step 11 for Abu Dhabi Staff and step 12 for Bonn staff for General Service;
- b. For P1 to P5 posts, one additional step is projected for each year of service, up to step VI and every 2 years from Step VII and upward;
- c. For D1 posts, one additional step is projected for each year of service, up to step IV and every 2 years from Step V and upward;
- d. Commutation of annual leave pay up to 30 days is assumed as part of the separation costs;
- e. Base scenarios assume a retirement age of 65 for General Service Staff;
- f. 4 years extension as approved in 2017 is granted to all Professional staff;
- g. Scope includes core positions including those non-core positions which are funded using core funds;
- h. The cost includes onboarding and separation expenses;
- i. Vacant positions are assumed to be filled by beginning of 2021 with new joiners.

II. General Service cost benefit analysis at a Glance “Current and Proposed”



The Agency has 40 General Service staff, of which 28 are on core posts and 12 on non-core posts.

Under the “Current” tenure policy, it is estimated that all GS currently serving the Agency will reach their tenure limit and will be separated from the Agency within the next 10 years.

The General Service staff cost under the “Current” scenario amounts to USD 45.4 million over the next ten years (2021-2030). USD 28.8 million representing the cost for the staff currently serving the Agency and USD 16.6 million for the recruitment their replacements.

The “Proposed” scenario amounts to USD 46.8 million for current staff, and USD 0.9 million for the recruitment of replacement staff with a total of USD 47.7 million over the next ten years (2021-2031).

The additional amount of USD 2.3 million over 10 years, represents the investment needed by the Agency to provide more security to its staff and the effort needed to align the Agency General Service Conditions of service with what other organisations apply for their General Service Staff.

III. Table 3: General Service Staff cost benefit analysis breakdown “Current”

Grade	Nbr	Current Cost	Annual Leaves	Total Current	Cost New Recruit. (Tenure)	hr Cost (1)	Total New Recruit	Total Current Tenure
GS4	4	2,260,365	33,768	2,294,133	1,419,057.1	5,280	1,424,337	3,718,470
GS5	21	16,314,745	195,747	16,510,492	4,748,125.4	29,040	4,811,936	21,322,429
GS6	15	9,809,174	185,843	10,037,063	10,344,649.1	21,120	10,365,769	20,402,833
Total	40	28,384,285	415,358	28,841,689	16,511,831.6	55,440	16,602,043	45,443,731

Table 3 above shows the breakdown of the General Service cost under the “Current” scenario. USD 45.4 million in total, inclusive of USD 28.8 million for Staff currently serving the Agency and USD 16.6 million representing new recruitment.

IV. Table 4: General Service Cost benefit analysis breakdown “Proposed” Scenario

Grade	Nbr	Future	Leaves	Total Cost	New Recruitment	HR Cost	Total Cost	Total Cost without Tenure
GS5	21	21,522,497	32,690	21,555,187	486,102	1,320	487,422	22,042,608
GS6	15	21,276,511	24,008	21,300,519	453,008	2,640	455,648	21,756,167
GS4	4	3,952,654	0	3,952,654	0	0	0	3,952,654
Total	40	46,751,661	56,698	46,808,359	939,110	3,960	943,070	47,751,429

Table 4 above shows the breakdown of the General Service cost under the “Proposed” Scenario.

The total General Service staff cost under the “Proposed” scenario amounts to USD 47.7 million over the next ten years (2021-2031) of which USD 46.7 million representing the staff currently serving the Agency and USD 0.94 million for the recruitment of their replacements.

In this Table, the “Proposed” scenario considers retirement age limit of 65 with no tenure limit. It results in an additional amount on the general cost, when compared to the “Current” scenario, of USD 2.3 million.

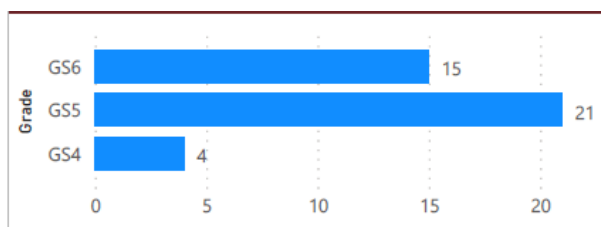
This additional amount represents the cost to maintain highly skilled General Service staff, with proven track record, experience and institutional memory.

Furthermore, it shows the related investment needed by the Agency to provide more security to its staff and the effort needed to align the Agency General Service Conditions of service with what other organisations apply for their General Service Staff.

In addition, under the “Proposed” scenario additional benefits accrue to the Agency of maintaining staff motivation to continue to contribute positively and advance their careers in the Agency.

V. Table 5: General Service positions impacted by tenure Over 10 Years

Grade	Nbr	Separation Cost	Hiring Cost
GS6	15	227,889	0
GS5	21	195,747	34,771
GS4	4	33,768	0
Total	40	457,404	34,771



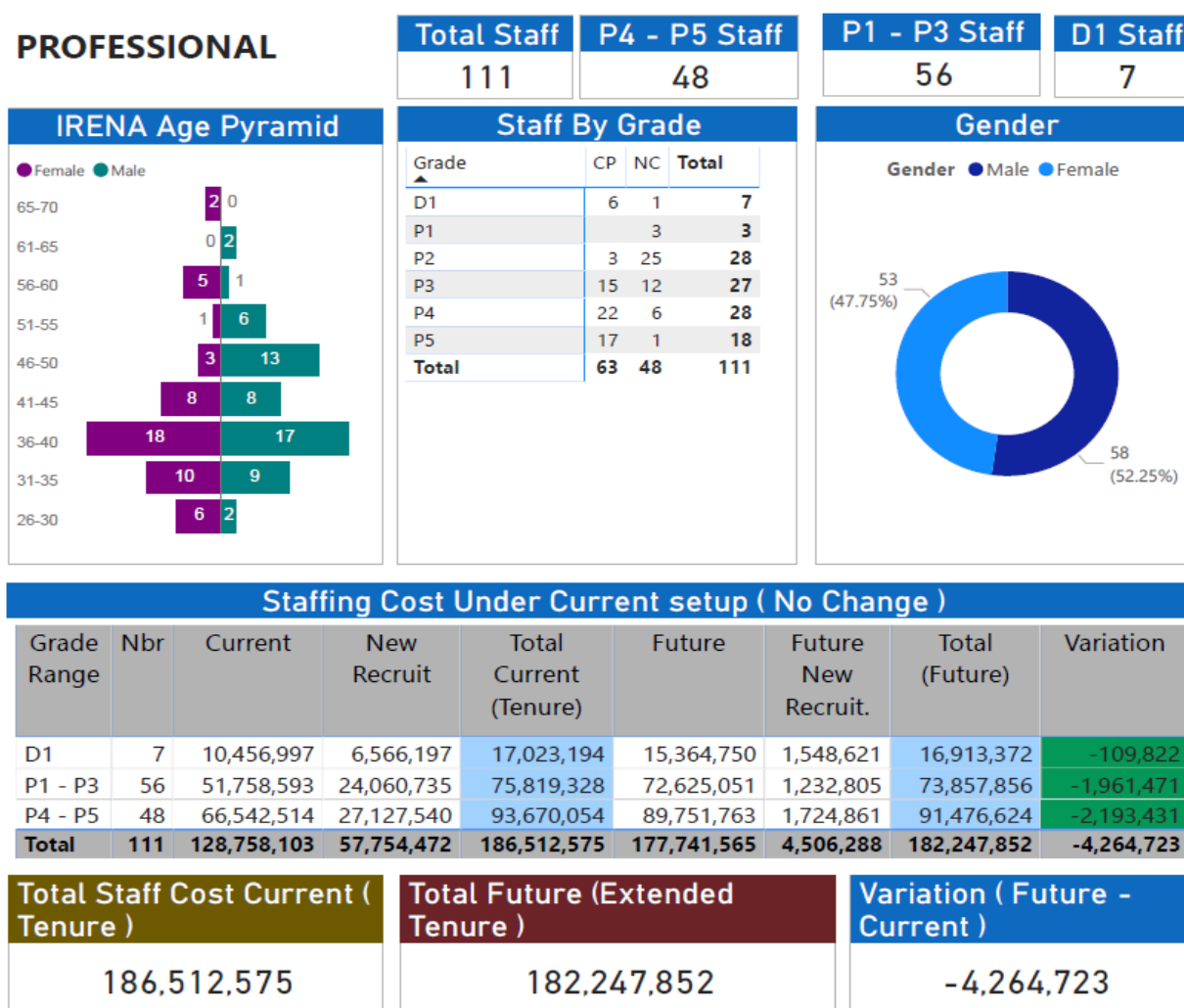
Under the “Current” Scenario 100% of existing General Service positions (40) will be impacted by the current tenure policy between 2021-2031.

VI. Table 6: TimeLine of General Service Positions Impacted by Tenure

Grade Range	2024	2025	2026	2027	2028	2029	2030	2032	Total
GS4			2	1			1		4
GS5			1	4	4	3	5	4	21
GS6	3	4		3	3	2			15
Total	3	4	3	8	7	6	5	4	40

Table 6 above shows, under the “Current” scenario, the timeline of General Service positions that will be impacted by tenure starting from 2024. The numbers are expected to peak during 2024-2028.

VII. Professional staff cost benefit analysis at a glance “Current and Proposed”



The Analysis above takes into account 111 Professional Staff of which 48 are at P4-P5 level, 56 at P1-P3 level and 7 at D1 positions. It also shows that at the Professional Level, 52.2% of staff are male and 47.7% are female.

Under the “Current” scenario for staff at P and D levels, the total staff cost over the next ten years is estimated at USD 186.5 million, inclusive of USD 128.8 million for current staff, and USD 57.7 million for the recruitment of replacement staff when they reach the tenure time.

Under the “Proposed” scenario, for P and D levels, the total cost of staff is estimated at USD 182 million over the next ten years; USD 177.7 million being the cost of staff and USD 4.5 million in new recruitment cost.

Overall, in these three categories, there is a savings of USD 4.26 million under the “Proposed” scenario.

This saving is essentially resulting from the reduction of cost in separation and onboarding created by the extension of the tenure limit for Professional Staff under the “Proposed” Scenario.

VIII. Table 7: Professional Staff Cost benefit analysis breakdown “Current”

Grade Range	Nbr	Current Cost	Repatriation Grant	Relocation Grant on separation	Annual Leaves	Total Current	Relocation Grant on Ap.	Settl. In Grant (DSA)	Settl. In Grant (One Month + Post Adjmt)	Cost New Recruit. (Tenure)	hr Cost (1)	Total New Recruit	Total Current Tenure
P4 - P5	48	62,872,289	2,303,123	600,000	767,102	66,542,514	600,000	764,550	486,847	25,212,783.2	63,360	27,127,540	93,670,054
P1 - P3	56	48,574,090	1,860,297	700,000	624,206	51,758,593	700,000	890,820	389,723	22,006,272.0	73,920	24,060,735	75,819,328
D1	7	9,805,660	423,843	87,500	139,994	10,456,997	87,500	108,720	90,055	6,270,681.9	9,240	6,566,197	17,023,194
Total	111	121,252,038	4,587,263	1,387,500	1,531,302	128,758,103	1,387,500	1,764,090	966,625	53,489,737.1	146,520	57,754,472	186,512,575

Table 7 above shows the breakdown of the Professional positions cost under the “Current” scenario. The total cost over the next ten years will be USD 186.5 million of which USD 128.8 million for staff currently serving and USD 57.8 million for their replacement, when they will reach the current tenure limit.

Under the “Current” scenario, it is important to take note that the separation cost due to the tenure limit significantly impacts the staff cost by USD 11.5 million inclusive of Repatriation Grant, Relocation Grant, Annual Leaves, Settl. in Grant, One Month Post Adjustment, HR Cost.

IX. Table 8: Professional Staff Cost benefit analysis breakdown “Proposed” Scenario

Grade Range	Nbr	Cost for IRENA (Existing Staff)	Repatriation Grant	Relocation Grant on separation	Annual Leaves	Total Cost	Relocation Grant on Ap.2	Settl. In Grant (One Month + Post Adjmt)	Settl. In Grant (DSA)	Cost for IRENA (New Staff)	HR Cost	Total Cost New Hiring	Total Cost for New Recruit.
P1 - P3	56	72,352,091	137,944	50,000	85,016	72,625,051	50,000	27,686	66,600	1,083,239	5,280	1,232,805	73,857,856
D1	7	15,061,654	185,769	37,500	79,827	15,364,750	37,500	35,715	42,120	1,429,326	3,960	1,548,621	16,913,372
P4 - P5	48	89,025,155	340,213	87,500	298,895	89,751,763	87,500	64,934	96,975	1,466,212	9,240	1,724,861	91,476,624
Total	111	176,438,901	663,926	175,000	463,738	177,741,565	175,000	128,335	205,695	3,978,778	18,480	4,506,288	182,247,852

Table 8 above shows the breakdown of the Professional positions cost under the “Proposed” scenario. The total cost over the next ten years will be USD 182.2 million, of which USD 177.7 million for staff currently serving and USD 4.5 million for their replacement, when they will reach the current tenure limit.

Under the “Proposed” scenario, it is important to take note that due to the tenure extension there will be a significant reduction of cost over the next decade, of USD 4.2 million. This reduction is mainly due to the fact that, in extending the Tenure the Agency will (a) significantly reduce the cost for separation and on boarding, and (b) keep its workforce at no addition cost. Additionally, this saving could be used to absorb the investment cost needed in the “Proposed” scenario for covering the General Service staff.

X. Table 9: Professional Staff positions impacted by Tenure Over 10 Years

Grade Range	Nbr	Separation Cost	Hiring Cost
D1	7	651,337	286,275
P1 - P3	56	3,184,503	1,980,543
P4 - P5	48	3,670,225	1,851,397
Total	111	7,506,065	4,118,215

Table 9 above shows that under the “Current” scenario, all 111 Professionals currently serving the Agency will be impacted by the current tenure.

XI. Table 10: TimeLine of Professional Positions Impacted by Tenure

Grade Range	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
D1	1	2		1					3	7
P1 - P3	3		7	11	8	10	9	4	4	56
P4 - P5		7	7	3	6	2	4	3	16	48
Total	4	9	14	15	14	12	13	7	23	111

Table 10 above shows, under the “Current” scenario, the timeline of Professional positions that will be impacted by Tenure starting from 2021.

It shows that the Agency will start the separation process in 2024, while the numbers are expected to peak during 2026-2030.

XII. Combined Cost benefit analysis at a Glance GS and P and D

GENERAL SERVICE & PROFESSIONAL at a GLANCE

Total Staff	P4 - P5 Staff	P1 - P3 Staff	GS Core	D1 Staff
151	48	56	40	7

Costing Summary by Grade							
Range	Current	New Recruit	Total Current (Tenure)	Future	Future New Recruit.	Total (Future)	Variation
D1	10,456,997	6,566,197	17,023,194	15,364,750	1,548,621	16,913,372	-109,822
GS	28,841,689	16,602,043	45,443,731	46,808,359	943,070	47,751,429	2,307,698
P1 - P3	51,758,593	24,060,735	75,819,328	72,625,051	1,232,805	73,857,856	-1,961,471
P4 - P5	66,542,514	27,127,540	93,670,054	89,751,763	1,724,861	91,476,624	-2,193,431
Total	157,599,792	74,356,515	231,956,306	224,549,924	5,449,358	229,999,281	-1,957,025

Table-1 : Staff By Grade			
Grade	CP	NC	Total
D1	6	1	7
GS4	1	3	4
GS5	13	8	21
GS6	14	1	15
P1		3	3
P2	3	25	28
P3	15	12	27
P4	22	6	28
P5	17	1	18
Total	91	60	151

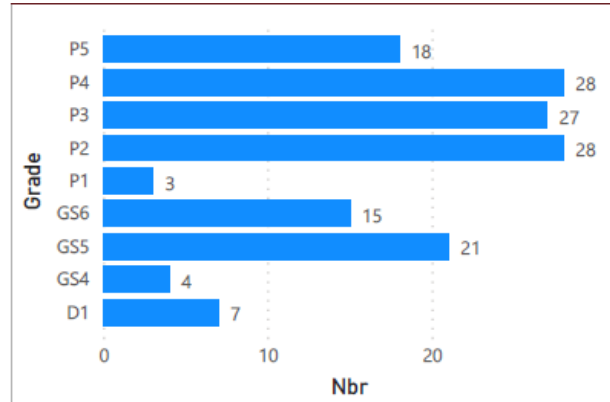
Costing Summary by Grade	
GS	2.3M
D1	-0.1M
P1 - P3	-2.0M
P4 - P5	-2.2M

Total Current
231,956,306
Total Proposed
229,999,281
Saving
-1,957,025

The Combined analysis in this page shows that under the “Proposed” scenario, combining General Service and Professionals, the Agency will realise a saving of USD 1.9 million while keeping all GS up to retirement age (65) and extending the tenure limitation for Professionals.

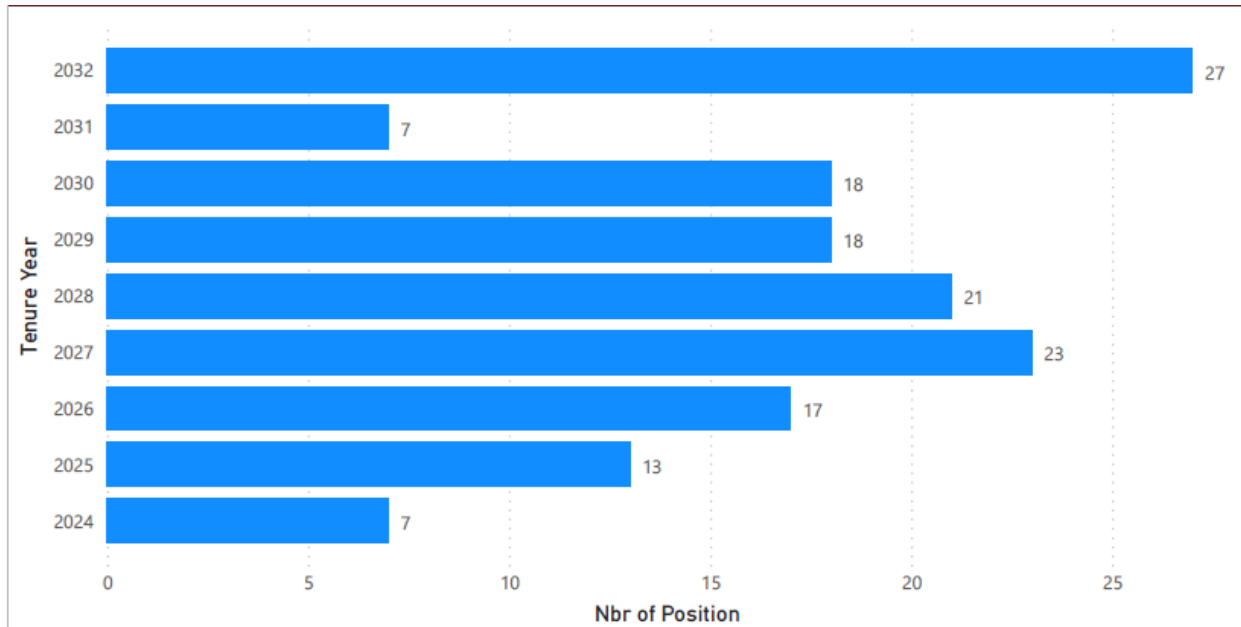
XIII. Positions Impacted by Tenure Over 10 Years (Combined) GS and P and D

Grade	Nbr	Separation Cost	Hiring Cost
P5	18	1,500,017	709,412
P4	28	2,041,250	1,067,043
P3	27	1,709,271	996,005
P2	28	1,471,920	958,890
P1	3	132,270	100,590
GS6	15	227,889	0
GS5	21	195,747	34,771
GS4	4	33,768	0
D1	7	651,337	286,275
Total	151	7,963,469	4,152,986



XIV. Table 11: Positions Impacted by Tenure over 10 years (TimeLine) – Combined GS and P and D

Grade Range	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
D1		1	2		1				3	7
GS4				2	1		1			4
GS5				1	4	4	3	5		21
GS6		3	4		3	3	2			15
P1 - P3		3		7	11	8	10	9	4	56
P4 - P5			7	7	3	6	2	4	3	48
Total	7	13	17	23	21	18	18	7	27	151



XV. Table 12: Combined Cost benefit analysis “Current” and “Proposed” by Division

Combined Costing Summary by Division								
Division	Nbr	Current	New Recruit	Total Current (Tenure)	Future	Future New Recruit.	Total (Future)	Variation
ODG	33	41,158,709	19,960,882	61,119,591	58,372,272	2,905,779	61,278,051	158,459
AMS	31	33,614,705	17,719,138	51,333,843	49,414,243	2,237,481	51,651,724	317,880
IITC	29	24,100,906	14,499,457	38,600,363	36,274,703	1,856,073	38,130,776	-469,587
KPFC	23	27,180,817	12,230,663	39,411,480	37,878,578	514,006	38,392,584	-1,018,896
CEP	16	20,962,602	9,022,896	29,985,498	29,387,308	227,824	29,615,132	-370,366
PFS	8	14,106,783	2,915,647	17,022,429	16,448,430	0	16,448,430	-573,999
Total	135	161,124,521	76,348,684	237,473,205	227,775,534	7,741,163	235,516,697	-1,956,508

XVI. Table 13: Combined Cost benefit analysis “Current” and “Proposed” by Location

Duty station	Nbr	Current	New Recruit	Total Current (Tenure)	Future	Future New Recruit.	Total (Future)	Variation
Abu Dhabi	104	135,359,629	59,401,560	194,761,189	187,948,930	5,271,116	193,220,046	-1,541,143
Bonn	32	25,764,892	16,947,124	42,712,016	39,826,604	2,470,047	42,296,651	-415,365
Total	135	161,124,521	76,348,684	237,473,205	227,775,534	7,741,163	235,516,697	-1,956,508

XVII. Table 14: Combined Cost benefit analysis “Current” and “Proposed” by Age Range

Combined Costing Analysis Summary by Age Range								
Age Range	Nbr	Current	New Recruit	Total Current (Tenure)	Future	Future New Recruit.	Total (Future)	Variation
36-40	30	55,214,668	19,776,199	74,990,867	72,691,577	186,923	72,878,500	-2,112,367
46-50	22	23,391,305	16,278,909	39,670,214	38,480,141	1,797,137	40,277,278	607,064
41-45	23	23,296,047	10,756,812	34,052,859	33,467,132	172,214	33,639,346	-413,514
31-35	26	22,340,239	8,063,099	30,403,338	30,693,267	388,298	31,081,565	678,226
56-60	9	10,353,653	7,709,272	18,062,925	15,266,748	2,627,815	17,894,564	-168,361
51-55	9	9,833,235	6,658,154	16,491,389	15,891,643	833,737	16,725,380	233,992
26-30	11	9,087,059	3,014,300	12,101,359	11,605,159	0	11,605,159	-496,200
65-70	4	5,604,817	2,228,652	7,833,469	5,875,992	1,735,039	7,611,031	-222,438
61-65	2	2,003,499	1,863,287	3,866,786	3,803,875	0	3,803,875	-62,911
Total	135	161,124,521	76,348,684	237,473,205	227,775,534	7,741,163	235,516,697	-1,956,508

XVIII. Pros and Cons of the Director-General’s Proposal

The Pros or perceived advantages to changing the tenure policy whereby no cap is placed on the length of service for General Service Staff are many. These would include:

- a. **Employer of Choice** – Increased job security may increase applications from qualified individuals. Organisations that are seen to have a core of long-serving Staff can give positive indications about their workplace environment, for example:
 - i. Stable work environment;
 - ii. Staff welfare is taken into account;
 - iii. Staff enjoy working for IRENA.

The above generally means that an organisation is an employer of choice and subsequently can attract the best talent.

- b. **Cost reduction** – Savings in replacement and training costs. With staff mentoring from long-serving staff, there is an opportunity to settle new staff more quickly which will help with the cost-effectiveness of the hiring process. When a new staff member is hired, with the recruitment, training and lost productivity, costs can be as much as 150% of annual salary³.
- c. **Institutional knowledge** – Less work disruption and stronger retention of institutional memory. Long-serving Staff can pass on their knowledge to new hires and provide support during the onboarding process. This benefits from decreasing the time it takes for a new staff member to become familiar with IRENA and reach a level of peak performance.
- d. **Social responsibility** – Reduce the possibility of staff hardship due to loss of job. From a social responsibility standpoint, the General Service Staff do not enjoy the level of benefits of Professional Staff. The loss of a job can result in a greater level of financial hardship.
- e. **Productivity** – Increased job loyalty and belonging due to spending a long career with the Agency leads to staff who know what works within the organisation. Therefore, their productivity is higher than a new staff member. They also have a sound knowledge of IRENA work products and services, enhancing their value to the organisation.
- f. **Professional Growth** – Increased training and career development for long-serving staff. Staff who stay with IRENA have an opportunity to gain deeper knowledge in their area of expertise, branch out into new areas of IRENA's work and participate in a myriad of projects in support of Member requirements.

Some of the perceived Cons or disadvantages of lifting the tenure policy for General Service Staff include:

- a. **Lack of new Ideas** – Tenure limits provides continuous influx of fresh talent and new ideas gained through experience in other institutions.
- b. **Limiting opportunities** – Tenure limits provide an opportunity to hire more women and members from underrepresented countries.
- c. **Resistance to change** – Lifting tenure coupled with a low turnover rate could lead to resistance to change and a much older GS workforce than P Staff. While long-serving employees offer stability and in-depth knowledge of IRENA, they can also be barriers to innovation and growth. When the long-term goals of IRENA are focused on meeting the changing needs of Members, innovators and those willing to change are needed, and this may not come from long-serving Staff.
- d. **An entitlement mentality may develop** – Long-serving Staff may develop a sense of entitlement and an attitude that they “have put in their time” and thus “earned” job security and special treatment. This may occur even though Staff have been rewarded over time for historical contributions. This entitlement mentality may cause the development of a negative attitude, which may impact other employees.

³ Long-Serving Heroes: Good or Bad for Business-BaLCroft results-driven consulting, 2019

XIX. Exceptions in place at the five organisations identified which have tenure policies in place

Organi sation	Max. the total period of service in the organisation	Exceptions	Applicable to:		
CTBTO	Seven years	<p>Tenure policy does not apply to General Services staff members</p> <p>Exceptions may be made because of the need to retain essential expertise or memory in the Secretariat. Such cases must be reviewed by a “unique” panel that will assess the incumbent and other candidates and recommend the Executive Secretary for decision.</p> <p><u>Re-hiring</u> possible after a break in service of more than one year</p>	Professional and higher categories and all internationally recruited Staff	Staff Regulation 4.4	“Staff shall be granted fixed-term appointments under such terms and conditions, consistent with the present Regulations, as the Executive Secretary may prescribe. A fixed-term appointment may be extended or renewed at the discretion of the Executive Secretary, if the staff member is willing to accept such extension or renewal. At no time, however, shall such an appointment be deemed to carry any expectation of or right to extension or renewal.”
				Staff Rule 4.4.01	“Fixed-Term Appointments All staff members shall be granted fixed-term appointments. (a) A fixed-term appointment, having an expiration date specified in the letter of appointment, may be granted for a period or periods not exceeding three years. [...] (c) In granting fixed-term appointments, the Executive Secretary shall bear in mind the non-career nature of the Commission.”
				Administrative Directive No. 20 (Rev.2)	“The need for rotation in staff will be an important consideration in determining whether to grant these appointments. [...] The maximum period of service would be seven years .” Paragraph 4.2 provides in part that “[e]xceptions to the period of seven years referred to in paragraph 4.1 may be made because of the need to retain essential expertise or memory in the Secretariat”.
IAEA	Five years, with an additional two or five years or more under specific circumstances	<p>Tenure policy does not apply to General Services staff members</p> <p><u>Extensions</u> possible for:</p> <ul style="list-style-type: none"> up to two years, generally without any further possibility of extension, provided that there is a continuing need for the services of the staff member and that his/her performance and conduct continues to meet the required level; besides, there is a further authority for additional periods of five years (“Long-term fixed-term appointments”) if there is a need for 	Professional and higher categories	Staff Regulation 3.03	<p>“(a) The Agency shall be guided by the principle that its permanent staff shall be kept to the minimum compatible with the efficient operation of the Agency. (b) Appointments of officials of the rank of Deputy Director General or equivalent shall normally be for a period of not more than five years, subject to extension or renewal. Other staff members shall be granted fixed term appointments each for a period of not more than five years, or short-term appointments subject to extension or renewal. [...] (d) A fixed-term appointment may be extended or renewed at the discretion of the Director General, if the staff member is willing to accept such extension or renewal. At no time, however, shall such an appointment be deemed to carry any expectation of or right to extension, renewal or conversion to another type of appointment.”</p>

		<p>continuity in essential functions or other compelling reasons in the Agency's interest. Such "Long-term fixed-term appointments" shall be subject to a further extension until retirement age. Specific requirements govern proposal for such long-term extensions. <u>Re-hiring</u> possible after a break in service of more than one year.</p>			
IAEA				<p>Staff Rule 3.03.1 – Types of appointment</p>	<p><u>"Fixed-term appointment</u> (C) (1) A fixed-term appointment may be granted for periods each not exceeding five years to persons recruited for service of a prescribed duration. The date of expiry of each appointment shall be specified in the letter of appointment. <u>Professional and Higher Categories Staff</u> (2) The initial Fixed-term appointment in the Professional and higher categories made on established posts shall normally be for a period of three years, whereby, normally, the first year shall be subject to a period of probation as set out in Staff Regulation 3.03 (c). This initial appointment may be extended for a period of two years, provided that there is a continuing need for the services of the staff member and that his/her performance and conduct continues to meet the required level. For all other initial Fixed-term appointments in the Professional and higher categories exceeding a period of one year, the first year shall be subject to a period of probation. <u>A total of five years shall constitute the normal tour of service with the Agency.</u> (3) <u>Extensions</u> of fixed-term appointments in the Professional and higher categories beyond the normal five year tour of service referred to in subparagraph (2) above <u>may be granted exceptionally for programmatic or other compelling reasons in the interest of the Agency, for up to two years,</u> normally without any further possibility of extension, provided that there is a continuing need for the services of the staff member and that his/her performance and conduct continues to meet the required level. (4) Notwithstanding subparagraph (3) above, <u>extensions</u> of Fixed-term appointments in the Professional and higher categories beyond the normal five year tour of service referred to in subparagraph (2) above <u>may be granted for a period of five years ("Long-term fixed term appointments") if there is a need for continuity in essential functions or for other compelling reasons in the interest of the Agency.</u> Such "Long-term fixed-term appointments" shall be subject to further extension until retirement age. Submission of proposals for extensions under this</p>

				<p>subparagraph, should address the following technical considerations: (a) The need to provide continuity in the specific function assigned to the staff member's post; (b) The conduct and performance of the staff member, which must be of the highest degree of excellence; and (c) The usefulness of the staff member's technical qualifications and expertise for the total duration of his/her expected service with the Agency.</p> <p>(5) In calculating the maximum seven year tour of service provided for in subparagraph (3) above, continuous employment by the Agency in any function both preceding and following a fixed-term appointment on any type of appointment other than service in the General Service category shall be taken into account. The maximum shall be so calculated regardless of whether a new position would be outside the staff member's current division or unrelated to the current function. <u>Continuous employment for the purpose of paragraph (c) means employment not broken by periods of more than one year.</u></p> <p>(6) Extensions under subparagraphs (3) and (4) are at the discretion of the Director General who will assess whether the criteria listed therein are met and who will ensure that the requirements of the Statute to keep permanent staff to a minimum are implemented.</p> <p>(7) The provisions of subparagraphs (2) through (6) above shall also apply to staff members appointed to the Professional category who were previously employed in the General Service category. Staff members who held a five-year contract in the General Service category immediately prior to their appointment to the Professional category shall be entitled, upon the expiration of their Professional appointment, to return to a post in the General Service category: (a) with a five-year contract, or a contract until their age of retirement, whichever is the shorter; (b) at the same personal grade that they held immediately prior to appointment to the Professional or higher categories; (c) with an additional step for each salary increment granted during the staff member's tenure in the Professional or higher categories or, if applicable, recognition for service for the purposes of Staff Rule 5.01.1(A)(2). <u>General Service Staff</u></p> <p>(8) Initial Fixed-term appointments in the General Service category shall normally be for a period of three years, subject to a period of probation normally of twelve months. Subject to the provisions set out below, the first extension of the appointment may be offered for a period not exceeding two years and thereafter normally for periods of five years. The best interests of the Agency may require that there be a variation in the progression of these contractual periods when a staff member is absent for any reason for more than half of his/her current contract period. In such cases, an offer to extend the appointment may be made for a period equal to that current contract.</p>
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					(9) Offers to extend an appointment may be made if: (a) it is in the best interest of the Agency; (b) the staff member continues to meet all requirements of the job; and (c) the staff member's performance has been fully satisfactory.
IAEA				Paragraphs 2 to 4 of the Notice to all staff SEC/NOT/1484, dated 25 May 1993	<p>“2. Regular staff members (i.e. those recruited to an established post on a competitive basis, following vacancy notice action) will, initially, be appointed under a three-year fixed-term contract. The first contract may be extended for a two-year period provided there is a continuing need for the services of the staff member and his/her performance and conduct continues to meet the required standards. <u>A total of five years constitutes the normal tour of service which a regular Professional staff member</u> in the Agency can expect and the presumption is that there will be no further extension of the contract.</p> <p>3. As an exception to the normal tour of service, contract extensions beyond five years are possible under the following circumstances:</p> <p>(a) <u>For programmatic or other compelling reasons in the interest of the Agency, an extension of one or two years, which, as a rule, should be a final extension without any further possibility of extension;</u></p> <p>(b) To provide for the necessary continuity in essential functions or for other compelling reasons in the interest of the Agency, <u>an extension of five years (so called long-term contract) which, provided there is a continuing need for the staff member's services and his/her performance and conduct continue to meet the required standards, is subject to further extensions until retirement age.</u></p> <p>4. For staff members who are not granted a long-term contract under subparagraph 3(b) above, <u>seven years constitute the maximum tour of service in the Agency. In calculating the maximum tour of service of seven years, employment in the Agency preceding the regular fixed-term contract under any other type of contract (such as short-term contracts ...) will be taken into account.</u> [...]</p> <p>6. Staff members subject to the maximum tour of service of seven years are, however, free to apply for vacant positions. If such vacancy is within the same division or in a position related to the staff member's current function, his/her contractual situation remains unchanged, and if selected, his/her service in the new post will be counted towards the seven-year maximum tour of service. If the vacancy is outside his/her division and in a position unrelated to his/her current function, the staff member, if selected, will start a new tour of service with an initial contract of three years.”</p>
OECD	Five years	Tenure does not apply to Staff of grade A6 and A7	The Staff of grade A5 or below	Staff Regulation 9	<p>“a) For officials at grade A5 or below:</p> <p>i) the appointment shall be made initially for a fixed term not exceeding three years. In very limited circumstances and when the Organisation's interests so</p>

		<p><u>Renewal possible</u> in the following cases:</p> <ul style="list-style-type: none"> • to complete the conversion procedure to an open-ended appointment, for a further period not exceeding one year; • in minimal circumstances and when the organisation's interests so warrant, for a further period not exceeding three years. <p><u>Conversion of fixed-term appointments to open-ended appointments</u> possible after a minimum of five years of satisfactory service and if considered to be in the organisation's long-term interests, bearing in mind organisational requirements.</p>		<p>warrant, the Secretary-General may decide that the appointment be made initially for a fixed term not exceeding five years; [...]</p> <p>iii) the fixed-term appointment may be renewed once or more, <u>provided that the total duration of service under such fixed-term appointment does not exceed five years</u>. However, such fixed-term appointment may be renewed after a period of five years of continuous employment in the following cases:</p> <ul style="list-style-type: none"> - in order to complete the conversion procedure referred to in paragraph iv) below, for a further period not exceeding one year; - in very limited circumstances and when the Organisation's interests so warrant, for a further period not exceeding three years. <p>iv) the fixed-term appointment may be converted to an open-ended appointment, under the conditions set out in Instructions of the Secretary-General, provided that, at the time of his initial appointment or at any time during his fixed-term appointment, the official has successfully completed the standard selection procedure referred to in Rule 7/1 and the related Instructions.</p> <p>b) The conversion of fixed-term to open-ended appointments is decided only after a thorough consideration of the current and future business needs, the analysis of the skills and talents required to deliver the programme of work of the Organisation in the future, the review of the performance of the official concerned, and the resource availability of the Organisation. An open-ended appointment does not imply employment for life, as it may be terminated for the reasons provided under Staff Regulation 11 (e.g. redundancy, reduction of the number of officials assigned to a particular output or activity for operational reasons, lack of skills or qualification for redefined functions, unsatisfactory service).</p> <p>The conversion process is based on a thorough analysis and assessment against the following criteria at the individual and Organisational level. Officials must meet the following requirements to be eligible for conversion (see Staff Instruction 109/5):</p> <ul style="list-style-type: none"> • A minimum of five years satisfactory service based on his/her Manager's evaluation, reflecting strong overall performance; • Employee profile serves long-term OECD interests. Such interests are based on the official's suitability, adaptability, career and growth potential: • Suitability refers to the match to job-specific and OECD core competencies; • Adaptability is based on his/her ability to change subject area as well as demonstrate experience working on different teams or horizontal projects; • Career and growth potential is demonstrated when an employee has increased his/her mastery of OECD core competencies or when s/he has
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					<p>demonstrated excellent drafting skills, leadership, learning ability, and self awareness of strengths and areas of development.</p> <p>In recommending an appointment conversion, Directors and Heads of Programme must examine and take into account organisational-level considerations:</p> <ul style="list-style-type: none"> • The Secretary-General's Strategic Orientations and manager's knowledge of <ul style="list-style-type: none"> - the extent to which the mandate and scope of outputs are evolving; - expectations regarding recurrent outputs versus time-bound mandates. • Overall workforce and projected skill needs: <ul style="list-style-type: none"> - supporting the Programme of Work for the biennium and beyond; - the expected future allocation of staff resources needed across functions; - the balance between institutional knowledge and fresh perspectives; - the skills and talents available on the labour market; • The impact on diversity.
OPCW	Seven years	<p>Tenure does not apply to General Services staff members nor linguistic staff</p> <p><u>Re-hiring</u> possible for qualified inspectors subject to certain conditions.</p> <p><u>Extensions</u> possible:</p> <ul style="list-style-type: none"> • Between 2003 and 2011, extensions possible beyond seven years as an exceptional measure so as not to compromise the financial stability and operational effectiveness of the organisation and taking fully into account the need for decisions on contracts to contribute to, and be consistent with, the faithful implementation of overall tenure policy. • Between 2011 until 29 April 2016, extensions were possible up to 10 years of service based on the operational requirements of verification and inspection of destruction-related activities. 	Professional and higher categories	Staff Regulation 4.4	<p>“(a) The OPCW is a non-career organisation. This means that no permanent contracts shall be granted. Staff members shall be granted one of the following types of temporary appointments: short-term or fixed-term. The initial contract period shall not normally exceed three years. Contract extensions are possible; however, contracts, including extensions, carry no expectation of renewal or re-employment. Contract extension will become progressively more difficult, and shall be assessed upon, inter alia, the staff member's performance measured in accordance with a rigorous performance appraisal system. Any contract extension will be based on a continuing need on the part of the Organisation for the specific skill and knowledge of the staff member.</p> <p>(b) The total length of service of Secretariat staff shall be seven years unless otherwise specified below:</p> <p>(i) The Director-General may exclude locally recruited General Service staff from the maximum length of service requirement on the basis of the needs of the Organisation, and may grant these staff members additional fixed-term contracts.</p> <p>(ii) The Director-General may also exclude linguist staff from these requirements on the basis of the needs of the Organisation and, in consultation with States Parties concerning options for improving linguistic services, may grant these staff members additional fixed-term contracts. Each such extension shall be subject to the same procedure.</p> <p>[...]</p> <p>(d) For the top structure positions spelled out in Annex V, the initial contract period will be three years, with up to four one-year extensions.”</p>

			Decision C-SS-2/DEC.1 dated 30 April 2003 on the Tenure Policy of the OPCW	<p>“Hereby:</p> <p>1. Decides that:</p> <p>(a) the average rate of turnover beginning with the calendar year 2003 with respect to turnover of Secretariat staff subject to tenure, other than those falling under the provisions of Staff Regulation 4.4(b) (i) and (ii), shall be one-seventh per year;</p> <p>(b) as an exceptional measure so as not to compromise the financial stability and operational effectiveness of the Organisation, <u>the Director-General shall be authorised to grant contract extensions or renewals which would result in a total length of service in excess of the seven-year limit</u> provided for in Staff Regulation 4.4(b); [...]”</p>
			Decision C-16/DEC.9, dated 30 November 2011, on Future Implementation of the Tenure Policy of the OPCW	<p>“The Conference of the States Parties, [...] Hereby:</p> <p>1. Modifies the decision taken by the Conference of the States Parties at its Eleventh Session (C-11/DEC.7 (dated 7 December 2006)), which amended subparagraph 1(c) of C-SS-2/DEC.1 (dated 30 April 2003), to read as follows: “(c) as a one-time measure, which does not set a precedent for the future, this exceptional authority of the Director-General to grant contract extensions or renewals beyond the seven-year total length of service provided for in Staff Regulation 4.4(b) shall expire effective 29 April 2016. <u>This exceptional authority shall apply to the operational requirements of verification and inspection of destruction-related activities.</u> At that time, no staff subject to tenure with a total length of service in excess of seven years, other than those falling under the provisions of Staff Regulation 4.4(b) (i) and (ii), may remain on staff”;</p> <p>2. Decides that no staff member who receives an exceptional extension in service pursuant to subparagraph 1(c) above may remain on staff for a total length of service in excess of <u>ten years.</u>”</p>
			Decision C-19/DEC.11, dated 4 December 2014, on Rehiring of Inspectors	<p>“The Conference of the States Parties,</p> <p>Mindful of the paramount importance of having within the Technical Secretariat (hereinafter “the Secretariat”) of the Organisation for the Prohibition of Chemical Weapons (OPCW) experienced experts with the requisite skills and expertise to meet OPCW operational requirements and maintaining within the Secretariat chemical weapons-specific expertise;</p> <p>Recalling that the Third Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention (hereinafter “the Third Review Conference”) stressed the importance for the Secretariat to maintain verification expertise relating to chemical weapons and requested the policy-making organs to support this objective;</p> <p>Recalling also that the Third Review Conference underlined the importance of the Secretariat maintaining and further developing technical capabilities, expertise, and necessary preparedness; [...]</p>

					<p>Hereby:</p> <p>1. Decides that <u>the Director-General may rehire individuals who have previously been designated as OPCW inspectors</u> as an exceptional measure, which will be revisited in 2017 in accordance with operative paragraph 10 below; [...]</p> <p>3. Decides further that the Director-General shall resort to rehiring former inspectors <u>only if no other qualified candidates with relevant experience are available;</u></p> <p>4. Decides further that a former staff member of the OPCW who has been rehired shall otherwise be subject to the normal terms and conditions of an OPCW staff member, that the term of service of a rehired staff member shall be no more than three years, and that one full year must elapse between the last day of a rehired staff member's previous contract and the starting date of his or her new contract; [...]</p> <p>8. Requests also that the Director-General use the rehiring mechanism sparingly, ensuring that <u>no more than 20% of the inspectors in the Secretariat at any given time consists of rehired inspectors;</u>"</p>
OSCE	Ten years	<p>Tenure does not apply to short-term appointments and General Services Staff</p> <p><u>Additional limitations:</u> the total service period in the same post is seven years for Staff and mission members below P-5 level and seconded mission members; 5 years for Staff and mission members at P-5 level; and four years for Directors and Heads of the mission. Extensions are possible subject to the maximum 10-year total length of service.</p>	International staff/mission members	Staff Regulation 3.08 – Periods of Service	<p>“(a) The OSCE is committed to the principle of non-career service. Thus, OSCE officials shall be appointed or assigned for fixed terms. Letters of appointment and terms of assignment shall specify the expiration date. Unless extended pursuant to Regulation 3.11 below, the appointment or assignment shall end without notice on the expiration date.</p> <p>(b) Directors in the Secretariat, the institutions and the missions shall be appointed <u>for a three-year fixed term which can be extended for up to one year,</u> in accordance with Regulation 3.11.</p> <p>(c) Staff/mission members holding positions at the P5 level shall be appointed <u>for a two-year fixed term which can be extended for up to three years,</u> in accordance with Regulation 3.11 below.</p> <p>(d) <u>Contracted staff/mission members holding professional posts below the P5 level shall be appointed for a two-year fixed term which can be extended for further periods</u> in accordance with Regulation 3.11. <u>The maximum length of any extension may not exceed three years and the total period of service in the same post may not exceed seven years.</u></p> <p>(e) Heads of mission may serve in the same field operation for a maximum of three years, extendable for a final period of up to one year in accordance with Regulation 3.11.</p> <p>(f) Seconded mission members may serve in the same mission for a maximum period of seven years within the limit of Regulation 3.11.”</p>

				Staff Rule 3.08.1 — Calculation of the periods of service	<p>“(a) Periods served in short-term appointments/assignments and periods served in local General Service posts shall not be included for the purpose of calculation of the maximum period of service provided for in Regulation 3.08, nor of the total length of service provided for in Regulation 3.11.</p> <p>(b) For the purpose of application of Regulation 3.08 (d), “same post” shall be defined as a post involving the same functions, designated by the same title and attached to the same OSCE entity. A post that has been reclassified shall be regarded as the “same post” if the functions attached to the reclassified post have not been substantially altered and if the reclassification process has not resulted in the creation of an additional post.”</p>
				Staff Regulation 3.11 – Extension of Appointments and Assignments	<p>“(a) Appointments and assignments shall not carry any expectation of extension or conversion to another type of employment. <u>Extensions beyond the period set under Regulation 3.08 may be granted by the authority competent</u> for appointment and assignment under Regulations 3.02, 3.03, 3.04 and 3.05.</p> <p>(b) In granting extensions, the following principles shall apply, subject to the provisions of Regulation 3.09:</p> <p>(i) Extension may be granted provided that the staff/mission member’s services are rated as satisfactory;</p> <p>(ii) <u>The total length of service of international staff/mission members with the OSCE shall not exceed ten years.</u>”</p>

Report of the Director-General Staff Tenure Policy

Explanatory Note

The Report of the Director-General – Staff Tenure Policy (C/21/4), circulated on 6 May 2021, made reference to “Professional staff”, which is meant to refer to staff at the Professional level and above in relevant contexts. This explanation is presented for reference and completeness of the term “Professional staff”.