

Twenty-sixth meeting of the Council Abu Dhabi, 19-20 October 2023

## Report of the Director-General Break-in-Service and Consultants

### I. Review of option of rehiring ex-IRENA staff who have reached maximum tenure limits

- 1. At the 18<sup>th</sup> Council the report on the IRENA Staff Tenure Policy (C/18/5) raised the issue of a legal void concerning the question of re-employment of former staff after a specified period of time. The Council recommended that the Assembly requests a further review of and consideration on the option of rehiring ex-IRENA staff. The Assembly considered and approved the report by the Council and agreed with the recommendation made by the Council. At the 19<sup>th</sup> Council in the Report of the Director-General Staff Tenure Policy (C/19/3) a review of the option of rehiring ex-IRENA staff was presented. At the 25<sup>th</sup> Council IRENA was requested to prepare for the twenty-sixth Council meeting, a draft proposal for amendment, for consideration at the fourteenth session of the Assembly that considers the issue of the break-in-service, including re-hiring of staff as consultants after reaching maximum tenure.
- 2. Rehiring practices (Annexes 1 and 5) of other tenured organisations have been consulted as a guidepost in considering the way forward for IRENA. In addition to IRENA, five other international organisations have been identified as having a staff tenure policy in place, i.e. CTBTO (Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty), IAEA (International Atomic Energy Agency), OECD (Organization for economic Co-operation and Development), OPCW (Organization for the Prohibition of Chemical Weapons) and OSCE (Organization for Security and Co-operation in Europe). Of these five, the following are identified as allowing the rehiring of former staff members who have reached the maximum length of service, i.e. the CTBTO, IAEA, OECD and OPCW. The OPCW rehiring policy is, however, limited to certain functions only – i.e. former inspectors – and has been adopted, through successive decisions by the OPCW main governing body, as an exceptional and interim measure in order to meet OPCW operational requirements. The OSCE policy is not to rehire former staff who have reached maximum tenure limits on new fixed term appointments. However, this is coupled with a policy of allowing the hiring of former staff who have reached maximum tenure limits as consultants or under temporary staff appointments without a break-in -service. In contrast, the rehiring policies at the CTBTO, the IAEA and the OECD have been embodied in the human resources legal framework of these organisations as part of the general appointment policy.

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- 3. In these three organisations (CTBTO, IAEA, OECD), a former staff member who has separated from the organisation because he/she has reached the maximum length of service in the organisation is eligible for reappointment, provided that a certain period of time without appointment as a staff member or engagement in another capacity, such as consultant or intern, has elapsed.
- 4. Referred to as a notable break-in-service at the CTBTO, this prescribed period before a former staff member may be appointed anew by the organisation varies between 6 months at the OECD and at least 12 months at the CTBTO and the IAEA.
- 5. The calculation of a new tour of service starts afresh from the date of reappointment. In connection therewith as a final note, it may be worth nothing that the policies with regards to the type of appointments or engagements to be considered in the calculation of the maximum length or tour of service vary. At the IAEA, the maximum length of service is calculated by taking into account all three types of appointments in the Professional and higher categories and all engagements as consultants or interns, while the CTBTO takes into account the total duration of staff member's appointment "under a fixed term appointment" and the OSCE rules expressly provide that periods served in short-term appointments or assignments and periods served in local General Service. There is no consistent approach to the issue of rehiring former staff among the international tenured organisations.
- 6. With regards to rehiring former staff at IRENA, it is recommended that a clear consistent approach be adopted. The approach should encourage the re-hire of staff who can bring back to the organisation new knowledge both technical and managerial in order to constantly refresh the organisational talent pool. The tour of duty for calculation purposes should commence no earlier than 6 April 2011 (the date of establishment of IRENA). It is further proposed that the CTBTO standard of taking into account the total duration of a staff members' appointment under a fixed term appointment be used for purposes of this calculation.
- 7. Concerning the length of break-in-service, a survey of other tenured organizations reveals a wide range of policy. OECD for example only requires a 6-month break-in service prior to rehiring as staff member while OPCW allows no rehires at present except for inspectors and OSCE does not allow rehire as a staff member but does allow temporary appointments of former staff. The Secretariat suggests that a re-hire policy should not be considered in isolation but rather as a package with a consulting break-in- service after maximum tenure. This more holistic approach builds on the information provided in document C/19/3 in which break-in service was considered in isolation. The Secretariat will present a holistic set of options in the conclusion to this document.

#### II. Re-employment of Former Staff as Consultants

8. Annexes 4 and 5 highlight the practices of other tenured organizations with regards to the hiring of staff as consultants who have reached maximum tenure limits. A summary of tenured organization practices is contained in the paragraphs below. For comparison purposes the break-in-service requirements of former and retired staff members of the UN Secretariat is also provided.

- 9. CTBTO: Currently requires a three (3)-month break-in-service for staff members who have reached maximum tenure before a staff member can be hired as a consultant.
- 10. IAEA: Currently requires a one-year break-in-service as per IAEA staff regulations and rules section 1/AM.11/1 pg9 (e). After reaching tenure limits, all separated staff are subject to a one- year break. After that, they can be reappointed for any form of contract including fixed term and staff service agreement (SSA).
- 11. OECD, OPCW, OSCE: Staff who have reached maximum tenure limits may be re-hired as consultants without a break-in-service. It should be noted that for OPCW and OSCE the reduced break-in-service is in the context of organizations that do not allow rehire of staff reaching maximum tenure on a fixed term contract, with the exception of inspectors at OPCW. On the other hand, OECD allows re-hiring of former staff having reached maximum tenure after only six (6) months.
- 12. United Nations Secretariat: The United Nations policy on the subject of employing former staff as consultants is contained in document ST/AI/2013/4 which reads: "A former or retired staff member may be engaged on an individual contract subject to the following provisions:"
  - (a) "A minimum of a one-month break is applied between separation or retirement of the former or retired staff member and reengagement on an individual contract..."

#### **III.** Considerations

- 13. It is important to note that the governing bodies of each of the five organisations with tenure policies have established exceptions in order to ensure operational and programme integrity. As such, the Director-General requests consideration by the Council of provisions similar to those which have been provided to the other international organisations subject to tenure, to allow for operational flexibility. IRENA has gained experience with the effects of tenure and operational challenges of key staff departures since the preparation of report C/19/3 and now suggests for consideration several options for addressing the break-inservice and consultancy issue. In summary, the Director-General submits for Council consideration the options below or a combination thereof for adoption.
- 14. The following options are proposed for Members' consideration:

Option 1:

- a) Six-month break-in-service for re-hire of staff on a fixed term contract who have reached maximum tenure.
- b) Three-month break-in-service requirement for rehire of staff on temporary appointment or consultancy.
- c) Break-in-service means complete cessation of services to IRENA.

Option 2:

- a) One year (1) break-in-service for re-hire of staff on a fixed term contract who have reached maximum tenure.
- b) One-month break-in-service requirement for rehire of staff on temporary appointment or consultancy.
- c) Break-in-service means complete cessation of services to IRENA.

Option 3:

- a) One year break-in-service for re-hire of staff on a fixed term contract who have reached maximum tenure.
- b) No break-in-service requirement for rehire of staff on temporary appointment or consultancy.
- c) Break-in-service means complete cessation of services to IRENA.

Option 4:

- a) Any combination of options 1,2 and 3.
- 15. Annex 2 provides draft amendments to staff regulation 5.4 and staff rule 105.3 to implement the break-in-service for re-hire of staff on a fixed term contract who have reached maximum tenure. Annex 3 provides a draft Directive concerning the hiring of former staff as consultants. This report is hereby submitted for Members' consideration.

## Annex 1

# Compilation of relevant provisions governing rehiring policies at CTBTO, IAEA, OECD, OPCW and OSCE

СТВТО	Administrative Directive	4. Service Limitation			
	No, 20 (Rev 4)	. Staff members in the Professional and higher categories and internationally recruited General No. 20 (Rev.4), Service staff are subject to service			
	Concerning recruitment	limitation. The total duration of a staff member's appointments concerning under a fixed term appointment without a notable break in service shall			
	appointment reappointment	be taken into account for recruitment, purposes of the service limitation.			
	and tenure of staff	4.2. The maximum period of service on fixed-term appointments in the Professional and higher reappointment categories or in the			
		internationally recruited General Services category without a notable break is and tenure of seven years. The notable break in service required			
		for posts under fixed term appointments is 12 staff consecutive months. Consequently2 upon reaching the cumulative seven-year			
		maximum period of service2 staff members appointed to posts under fixed term appointments will not be eligible for any fixed term			
		appointment for a period of twelve consecutive months unless an exceptional extension is granted pursuant to paragraph 5.4 of this			
		Directive.			
		4.3 A notable break- in- service means the complete cessation of the provision of services to the Commission under this Directive or			
		engagement under Administrative Directive No. 8 or Administrative Directive. No. 64.			
IAEA	Staff Rule3.03. 1- Types of	"Maximum tour of service in the Professional and higher categories			
	Appointment as contained	(C) The maximum tour of service for staff members appointed in the Professional or higher categories of appointment, shall normally be seven years,			
		subject to the extension of fixed-term appointments on a long-term as contained in basis, in exceptional cases, in accordance with paragraph F(3)			
		below.			
		(D) In calculating the duration of a staff member's tour of service, the Agency shall take into account on 18 July 2019 all three types of			
		appointments in the Professional and higher categories and all engagements under AM.11/11 <sup>2</sup> without an interruption of more than twelve			
		months between such appointments or engagements. A new tour of service can, therefore, only start after a period of at least twelve months			
		without any appointment or engagement, regardless of whether the new position would be outside the staff member's former Department or			
		Division and/or unrelated to the staff member's former appointment or engagement.			
		(E) Upon completion of the maximum tour of service, a staff member shall, for a period of twelve months after the date of his/her			
		separation from service, be ineligible for reappointment in accordance with Staff Regulation 3.03 or for an engagement under AM.II/11.			
		separation from service, be mengiole for reappontument in accordance with start Regulation 5.05 or for an engagement under AM.11/11.			

OECD Instructions 10 version dated	
OPCW Decision C- 19/DEC.1 1, dated 4 Dec. 2014, on Rehirin of Inspectors (exception extended throug two subsequent decisions as indicated below provided as illustration of ac hoc decisions on this matter	<ul> <li>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.</li> <li>Recalling also that the Third Review Conference underlined the importance of the Secretariat maintaining and further developing technical capabilities, expertise, and necessary preparedness;</li> <li>[]</li> <li>Hereby:</li> <li>1. Decides that the Director-General may rehire individuals who have previously been designated on Concerting and previously been designated on Concerting and</li></ul>

OPCW	Decision on	"The Conference of the States Parties,			
	Rehiring of	Mindful of the paramount importance of having within the Technical Secretariat (hereinafter "the			
	Inspectors,	Secretariat") of the Organization for the Prohibition of Chemical Weapons (OPCW) experienced experts			
	contained in C-	with the requisite skills and expertise to meet OPCW operational requirements and maintaining within the			
	22/DEC.14,	Secretariat chemical weapons-specific expertise.			
	dated 30	Recalling that the Third Special Session of the Conference of the States Parties to Review the Operation			
	November	of the Chemical Weapons Convention (hereinafter "the Third Review Conference") stressed the			
	20174	importance for the Secretariat to maintain verification expertise relating to chemical weapons and			
	(exception further	requested the policy-making organs to support this objective.			
	extended as	[]			
	indicated below	Mindful also that the OPCW is a non-career organisation and that the total length of service for staff is seven			
	- provided as	years, except as otherwise specified.			
	illustration of ad	[]			
	hoc decisions	Emphasizing that the recruitment and selection process for staff members of the Secretariat should			
	on this matter)	continue to be undertaken m a transparent and accountable fashion, bearing m mind the			
		interrelationship between the tenure policy of the Organisation and the selection process by which staff			
		members are recruited by the Secretariat.			
		1. Decides that the Director-General may continue to rehire individuals who have previously been			
		designated as OPCW inspectors.			
		2. Decides also that the Director-General shall resort to rehiring former inspectors, team leaders and			
		team members, as an exceptional and interim measure, only if no other qualified candidates with			
		relevant experience are available including through promotions			
		3. 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 limited to up to three years and not subject to any further			
		prolongation or recurrence; and that the starting date of an inspector's initial contract, as a rehired			
		inspector, shall be preceded by <u>a break-in-service</u> from his or her previous contract with the			
		Organisation;			
		4. Decides further that recruitment rules for rehiring will apply in accordance with the Convention and			
		the existing OPCW Staff Regulations. In any case, former inspectors could not be rehired if they			

were to exceed the retirement age of the Organisation during the period of their initial contract as a
rehired inspector.
[]
7. Requests further that the Director-General use the rehiring mechanism sparingly, ensuring that <u>no</u>
more than 20% of the inspectors in the Secretariat at any given time consist of rehired
inspectors, and request that the Director-General present, as far as feasible, a projection of the
estimated need for rehired inspectors.
[]"(emphasis added)

OPCW	Decision on	"The Conference of the States Parties,
0100		
	rehiring of	Mindful of the paramount importance of having within the Technical Secretariat (hereinafter "the
	Inspectors,	Secretariat") of the Organisation for the Prohibition of Chemical Weapons (OPCW) experienced experts
	contained in	with the requisite skills and expertise to meet OPCW operational requirements and maintaining within the
	C-24/DEC.10,	Secretariat chemical weapons-specific expertise.
	dated 28	Recalling that the Third Special Session of the Conference of the States Parties to Review the Operation
	November	of the Chemical Weapons Convention (hereinafter "the Third Review Conference") stressed the
	20195	importance for the Secretariat to maintain verification expertise relating to chemical weapons and
		requested the policy-making organs to support this objective.
		Mindful also that the OPCW is a non-career organisation and that the total length of service for staff is
		seven years, except as otherwise specified.
		[]
rehiring of inspectors (C-19/DEC.11 and C-22/DEC.14), that the rehiring mechanism remain		Considering, on the basis of the experience acquired through the implementation of the decisions on the rehiring of inspectors (C-19/DEC.11 and C-22/DEC.14), that the rehiring mechanism remains an <sup>i</sup>
		important component for ensuring the necessary expertise in the Inspectorate Division and supporting the ongoing related efforts to build up
	a viable knowledge management system, and that it remains a critical requirement to ensure continuity under the Ins	
		the OPCW remains fit for purpose when new challenges are presented.
		Hereby:
		1. Decides that the Director-General may continue to rehire individuals who have previously been
		designated as OPCW inspectors.
		2. Decides also that the Director-General shall resort to rehiring former inspectors, team leaders and team
		members, as an exceptional and interim measure2 only if no other gualified candidates with
		relevant experience are available, including through promotions.
		3. Decides further that a former staff member of the OPCW who has been rehired shall otherwise be

	<ul> <li>subject to the normal terms and conditions of an OPCW staff member; that the term of service of a rehired staff member shall be limited to up to three years and not subject to any further</li> <li>prolongation or recurrence; and that the starting date of an inspector's initial contract, as a rehired inspector,</li> <li>shall be preceded by a break-in-service from his or her previous contract with the Organisation;</li> <li>4. Decides further that recruitment rules for rehiring will apply in accordance with the Convention and the existing OPCW Staff Regulations.</li> <li>In any case, <u>former inspectors could not be rehired if they were to exceed the retirement age</u> of the Organisation during the period of their initial contract as a rehired inspector.</li> <li>[]</li> <li>8. Requests further that the Director-General use the rehiring mechanism sparingly, ensuring <u>that no</u></li> <li>more than 20% of the inspectors in the Secretariat at any given time consist of rehired</li> <li>inspectors, and requests that the Director-General present, as far as feasible, a projection of the</li> </ul>
OSCE Staff Rule Re-employi its version of July 2018	<ul> <li>estimated need for rehired inspectors; []"(emphasis added)</li> <li>11.3- <ul> <li>(a) A former fixed term staff/mission member who is re-employed shall be given a new appointment or assignment.</li> <li>(b) The terms of a new appointment or assignment shall be fully applicable without regard to any period of former service, except that such</li> </ul></li></ul>

## Annex 2

## Proposed changes to Staff Regulations and Rules (Break-in-Service)

## Proposed Change to Regulation 5.4

## Article 5 – Appointment and promotion

## **Regulation 5.4**

Period of appointment and probation

(a) Appointment of the Deputy Director-General shall be for a period of 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 years. The total length of service on fixed-term appointments for staff at the professional level and above *without a notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service* shall normally not exceed seven years. The *notable break-in-service required for posts under fixed term appointments is* XX *months*. Consequently, upon reaching the cumulative maximum period of service, staff members appointed to posts under fixed term appointments will not be eligible for any fixed term appointment for a period of XX consecutive months.

(c) The Director-General may extend this maximum length of service for staff at the professional level and above once for a period of up to two years provided that there is a documented record of performance and the need for such extension to ensure continuity of the work of the Agency. The maximum length of service applicable to staff at the professional level and above shall not apply to staff in the general service category.

(d) Staff members shall be required to serve a probationary period of six months. For certain categories of staff, especially for temporary and part-time appointments, the Director-General may, in the best interest of the Agency, adjust the length and conditions of the probationary period.

(e) A temporary appointment does not carry any expectancy, legal or otherwise, of renewal. A temporary appointment shall not be converted to any other type of appointment.

(f) A fixed-term appointment does not carry any expectancy, legal or otherwise, of renewal or conversion, irrespective of the length of service or its extension.

## Proposed Change to Staff Rule 105.3

(a) Staff members may be granted fixed-term or temporary appointments, as defined below. No appointment carries any expectation of renewal or conversion to any other type of appointment, irrespective of the length of service or its extension.

(b) A "fixed-term appointment" is a time-limited appointment of one year or longer. The initial period shall normally not exceed three years. The total length of service on fixed-term appointments for staff at the professional level and above *without a notable break-in-service'* shall normally not exceed seven years. *The notable break-in-service required for posts under fixed term appointments is XX months. Consequently, upon reaching the cumulative maximum period of service, staff members appointed to posts under fixed term appointments will not be eligible for any fixed term appointment for a period of XX consecutive months.* The Director-General may extend this maximum period once for a period of up to two years. Such an extension may be made only when there is a documented record of good performance and of the need to ensure continuity of the work of the Agency. The maximum length of service applicable to staff at the professional level and above shall not apply to staff in the general service category.

(c) A "temporary appointment" shall be granted for a period of less than one year to meet seasonal or peak workloads and specific short-term requirements. The appointment of a staff member who has served for the maximum period may be extended up to a total continuous period of less than two years when warranted by surge requirements and operational needs related to special projects with finite mandate

<sup>&</sup>lt;sup>1</sup> Break-in-service means complete cessation of services to IRENA

## Annex 3

## Proposed Directive concerning engagement of Former Staff Members as Consultants

#### DIRECTOR-GENERAL

ST/Directive/2023/XXX

DD/MM/2023

#### **DIRECTIVE-DRAFT**

#### IRENA Engagement of Former Staff Members as Consultants

#### I. Purpose and Scope

- 1. The present Directive is promulgated to establish guidelines for the engagement of former staff members as consultants.
- 2. The Directive is applicable to all IRENA former staff members.

#### II. Engagement of former staff members as consultants

- 3.1 A former staff member may be engaged on a consulting agreement subject to the following conditions:
  - a) A minimum of a XX break is applied between separation or reaching a maximum tenure of the former staff member and re-engagement on a consulting agreement.
  - b) The former staff member is not re-engaged to perform the same functions of the post from which he or she separated.
  - c) The former staff member did not separate from IRENA for any of the following reasons:
    - i. abandonment of post,
    - ii. misconduct,
    - iii. dismissal,
    - iv. non-renewal,
    - v. or termination of appointment for unsatisfactory service.
- 3.2 The re-engagement of a former staff member is subject to clearance by IRENA Administration and Management Services/Human Resources and the Director General.
- 3.3 The fees payable to a former staff member shall not be based on the level of remuneration held before separation, but rather on the nature and complexity of the assignment performed.

#### **III. Final Provisions**

The Directive shall enter into force on the day of its issuance.

#### Director-General

Annex 4				
Hiring of Former Staff as Consultant				
		Staff directive CTBTO on hiring of former staff as consultants reads:		
l		1. Engagement of former staff members as consultants or temporary assistants		
		1.1 A former staff member may be engaged on an individual Service Agreement subject to the		
		following conditions:		
		(a) A minimum of a three-month break is applied between separation or retirement of the former or		
		retired staff member and re-engagement on an individual Service Agreement;		
		(b) The former or retired staff member is not re-engaged to perform the same functions of the post		
СТВТО	Administrator Staff Directive 8 on hiring	from which he of she separated of refired,		
	of former staff as consultants	(c) The former staff member did not separate from the Commission or another organization of the		
		United Nations common system for any of the following reasons: abandonment of post, misconduct,		
		dismissal, non-renewal or termination of appointment for unsatisfactory service.		
		1.2 The re-engagement of a former or retired staff member is subject to pre-clearance by HRS.		
		1.3 The fees payable to a former staff member shall not be based on the level of remuneration held		
		before separation, but rather on the nature and complexity of the assignment		
		After reaching tenure limits, all separated staff are subject to a one-year break. After that, they can be		
		reappointed for any forms of contract including fixed term and SSA. As per section 1/AM.II/1 pg 9 (e) of		
TATA	IAEA staff regulations and rules section	IAEA staff regulations and staff rules: "Upon completion of the maximum tour of service, a staff member		
IAEA	1/AM.11/1  pg9(e)	shall, for a period of twelve months after the date of his/her separation from service, be ineligible for		
		reappointment in accordance with staff regulation 3.03 or for engagement under AM.11/11.		
		No limitation in the regulations and rules with hiring staff as a consultant who have reached max tenure		
OECD	Regulations, Rules and Instructions	limits. However, Regulation 17 of Regulations, rules and instructions applicable to Temporary staff		
	Applicable to Temporary Staff Members			
	of the Organization	consultant or auxiliary shall not be renewed if the individual		
		has remianed in service for the Organisation for a continuousperiod exceeding or equal to twenty-		
		four months." A six month break- in-service is required.		
OPCW	As per staff regulations and rules	No limitation in the regulations and rules with hiring staff as a consultant who have reached max tenure limits		
		The initiation in the regulations and rules with mining start as a consultant who have reached max tenure minits		
		1		

OSCE	Staff instruction No. 23/Rev 1	Staff reaching max tenure limits may be re-hired with limitations. Staff instruction No. 23/Rev 1/ sec. 5.3 Former staff/mission members may be hired a consultant subject to the following provisions: a) The former staff/mission member did not separate from the OSCE for any of the following reasons: abandonment of post, misconduct and /or resignation prior to or in the course of disciplinary investigations; b) The former staff/mission member's performance was rated as successful.
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	Tenure	Rehire Break- in- Service <sup>1</sup>	Break-in- Service <sup>2</sup> Consultancy	Comments
СТВТО	7 years	1 year	3 months	Complete session of services to the commission required to qualify as break-in service (Admin Directive 64)
IAEA	5 years	1 year	1 year	break-in-service without any reappointment or engagement before rehire (AM. II/18)
OECD	5 years	6 months	Immediate rehire	May not be employed in any capacity for a period of 6 months to qualify as break-in-service
OPCW	5 years	No rehire on FTA except inspectors	Immediate rehire	May rehire as consultant
OSCE	10 years	No rehire on FTA	Immediate rehire	May rehire as temporary appointment or consultant.
UN Secretariat	Not Applicable	No rehire FTA with limited exceptions on case-by-case basis	One month	ST/AI/2013/4 page 3 of 28 May engage om individual contract after break-in-service
IRENA	7 years	Options 1 thru 4 proposed for Members' consideration	Options 1 thru 4 proposed for Members' consideration	

Annex 5 Summation of Practices of other Organisations

<sup>1</sup> Mandatory break-in service before staff reaching max-tenure can be hired on fixed term appointment.

<sup>2</sup> Mandatory break-in-service before staff reaching max-tenure can be hired as consultant