



SECRETARIAT OF THE PACIFIC REGIONAL ENVIRONMENT PROGRAMME
Twenty-Second SPREP Meeting
Apia, Samoa
13 – 15 September 2011



Agenda Item : 9.3

CROP Review of Terms & Conditions for positions advertised locally (support staff)

Purpose of paper

1. To present to the SPREP Meeting the outcomes of the joint CROP Review of terms and conditions for positions advertised locally (support staff) and to seek endorsement of some proposed changes considered by the SPREP Executive Management team.

Background

2. A joint CROP review was carried out as part of the standard triennial review of staff terms and conditions.
3. The purpose of the 2011 Review was to examine existing policies and practices governing remuneration arrangements for support staff, including the benchmarking of salary, benefits and terms and conditions, and to make recommendations for improvement and further harmonisation between organisations and locations as appropriate.
4. The Terms of Reference for the review is attached as **Annex 1**.
5. Strategic Pay and PriceWaterhouseCoopers were the successful bidders for this consultancy. The final draft report is attached as **Annex 2**.
6. The selected consultant carried out consultations with SPREP support staff, Staff Committee, Executive Management and Human Resources team. Extensive consultations were also carried out internally for this review.

Consultants report and recommendations

7. The consultants' findings indicate that most terms and conditions for support staff remain relevant and appropriate and that harmonisation has been reasonably effective. In particular, the consultants reaffirmed that aligning terms and conditions to the local market continues to be the most appropriate and is in line with practices of other international and multi-national organisations and companies.

8. The CROP CEOs at their meeting in July 2011 noted the report of the CROP working group where it was highlighted their general agreement with the Consultants' report and most of its recommendations and agreed to endorse in principle most of the recommendations. For implementation purposes however, each agency was to consider and adopt as they see fit in line with their specific local market conditions.

9. The TOR concerning benchmarking of salaries has, however, not yet been fully addressed, and the consultants have been requested to do further work on it.

10. **Annex 3** summarises the Consultants' recommendations against each of the terms of reference, the CROP CEOs agreement based on the CROP Harmonisation Working Group's recommendations and the decisions of the SPREP Executive Management.

11. There are two changes recommended by the consultants endorsed by the SPREP Executive Management as appropriate for improvement of terms and conditions of its support staff. These are as follows:

11.1 Gratuity / Severance Payment:

Consultants' recommendations	Working group recommendation to CROP heads	CROP Heads Agreement, Nadi, July 2011
(2) consider a small non-renewal payment for PAL staff when a fixed term ends without another term being offered.	Accept in principle, subject to further analysis of resource implication (affordability). In case of FFA, PAL are entitled to a retention incentive/gratuity (28%) at end of 4 years contract whether one gets renewal or not.	Agreed to WG recommendation

- a) Payment of 2 weeks for staff who have served at least 2 consecutive 3-year contracts upon non-renewal of contract or upon resignation. Support staff are employed on renewable 3-year contracts subject to performance, availability of funds and continuous needs of the Secretariat. Adoption of this recommendation supports retention strategies as it provides an incentive for staff recruited locally to serve at least two 3-year contracts before considering opportunities outside of the Secretariat.
- b) Fifty percent of current support staff have been employed at the Secretariat for more than 10 years. This payment is considered an additional bonus comparable to the long service leave currently provided by the Samoan public service.

11.2 Annual Leave:

Consultants' recommendations	Working group recommendation to CROP heads	CROP Heads Agreement, Nadi, July 2011
(3) conduct an investigation into the costs for each agency to harmonise the annual holidays provision across the CROP Agencies; that investigation to consider a standard rate of 20 working days per annum lifting to 25 working days after an agreed number of years of service (with grand-parenting of existing staff who have more than that entitlement; and ensuring that where local legislation provides a higher total than this the legislation prevails); the costs of altering standard terms to be quantified, including making such changes over time as affordability allows; and a decision be made once all the costs and other implications are known.	The working group recommends a range of 20 to 25 working days for the annual leave provision, noting that it would be very difficult to reduce entitlements in locations and organisations where they are currently higher for all staff and that there are legal requirements to consider as well.	Agreed to WG recommendation but based on each local market conditions

- a) Support Staff Annual Leave entitlement is currently 15 days.
- b) SPREP Executive Management has considered the following amendments for support staff, comparable to leave schedule of the Samoan public service:

Less than 6 years of service	15 days
More than 6 and less than 12 years of service	18 days
More than 12 years	21 days

Financial Implications

12. Both recommendations do not require substantive funding for implementation. For example: based on the highest salary for support staff, if one who has served at least two 3-year contracts leaves the Secretariat, the payment required will be USD\$800. For the proposed increases in annual leave, increased costs to the Secretariat is approximately USD\$3,000 per annum. The Secretariat has identified savings to fund the support staff proposals.

Recommendations

13. The Meeting is invited to:

- **note** the outcomes of the 2011 CROP Review of Support staff terms and conditions and the consultants' findings that generally indicate most of the terms and conditions for support staff as currently relevant and appropriate;
- **approve** the following changes to existing terms and conditions for support staff:
 - Payment of 2 weeks for staff who have served at least 2 consecutive 3-year contracts upon non-renewal of contract or upon resignation.
 - Amendments to leave entitlements as follows:

Less than 6 years of service	15 days
More than 6 and less than 12 years of service	18 days
More than 12 years	21 days