

SG(2010)0087  
19 February, 2010

To : ASG/PASP, DPP, OPS, DI, PDD, EM  
Directors NOS, NOR

Cc : Director IMS  
Chairman, IBAN  
Legal Adviser  
D/ASG Human Resources

From : Secretary General

Subject : **Application of Contract Policy**

References : (a) ON(2007)0054, 4 September 2007  
(b) SG(2003)1009, 8 September 2003

1. This is to provide clarity on my intentions regarding decisions on subsequent contracts. It concerns international civilian staff on the IS who are employed on definite duration contracts.<sup>1</sup>

2. I do not intend to replace the 2007 contract policy (reference (a)) at this time, but rather to ensure that its implementation does not hamper efforts to bring necessary fresh blood to the Organisation and that the desire of nations to ensure rotation, as stated in PO(2009)0116, is respected. In a situation in which almost 60% of IS A grade staff are on indefinite duration contracts, the purpose is to ensure a regular influx of new staff to provide a more balanced combination of managed rotation, retention and internal mobility.

3. In this context, and in conformity with the existing contract policy, I wish to highlight that employment on a definite duration contract does not imply any automaticity as regards the offer of a further contract. While a majority of staff members who wish to stay on for a second definite duration contract can expect to

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<sup>1</sup> with the exception of auditors in IBAN who are under a specific contract policy agreed by the IBAN Board.

be offered one on the basis of their performance and the Organisation's interest in retaining them, many may not receive such an offer.

4. In some cases it may be in the direct interest of the Organisation to retain staff members after two definite duration contracts and to offer an indefinite duration contract. This measure can however be expected to be the clear exception rather than the rule.

5. In order to respect the broad organisational need in manpower planning, recommendations regarding contract extensions and conversions will be screened by the Establishment Committee (EC). This will ensure transparency and continuity in staffing decisions, from the first decision on employment to renewals or non-renewals of contracts.

6. The Establishment Committee will base its decision on the requirements of the organization, the Division in question and individual performance. In addition, for indefinite contracts, the skills profile and the future needs of the organisation together with proven capacity to work in more than one substantive area will be key criteria.

7. With regard to the 2003 contract policy (reference (b)), consideration is being given to steps that could be taken regarding Long-Term secondees under the policy which, while respecting the terms and conditions of their appointment, would ensure that renewal of their contracts is not automatic.

8. Proper use of the Performance Review and Development system will be a fundamental managerial responsibility as part of the decision making process on contracts. Key principles and guidelines for PRD were recently approved by the HQMB. You are expected to implement them diligently. Advanced planning on your part will also be essential, including the identification of staff with high potential for longer term employment.

9. I should be grateful if you would inform your staff about this guidance. I have also asked HR to make sure that external applicants are aware.

10. Thank you for your kind cooperation in this matter.



Anders Fogh Rasmussen