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SECRETARIAT OF THE UNION FOR THE MEDITERRANEAN

CLASSIFICATION OF POSTS AND GENERAL COMPETENCIES FRAMEWORK 2018-2019

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INTRODUCTION

As a result of the approved new staff rules and regulations by the Union for the Mediterranean (UfM) Member States on Tuesday, 17th of July 2018, the UfM Secretariat (UfMS) is pleased to provide the Member States with this information memorandum providing:

1. Classification of posts

2. General competencies framework

3. Salary Grid

1. CLASSIFICATION OF POSTS

1.1. Objectives:

The UfMS's mandate is of a technical nature. The Organization aims to concretize the decisions taken by its Member States to contribute to the stability and peace in the whole Euro-Mediterranean region.

As per the Statutes of the UfMS, the structure should remain lean to soundly ensure its operational character and increase its added value through an objective-based approach, a restrained bureaucracy and a narrowed hierarchy.

The classification of posts is made to understand the mission of each function, the responsibility level and the placing of each existing position within the UfMS. It is based on the duties and responsibilities attached to the post.

Associated with a competency framework and a performance cycle management, the overall purpose of the classification of posts is to:

- Improve the allocation of required capabilities and achieve maximum impact by aligning the HR management with the UfMS strategy;
- Guarantee transparency, equity and rational management;
- Insure the correspondence of the UfMS legal framework with the organization of activities and needs;
- Make public interest prevail for the common good, as the allocation of rights and duties is expected to orient behaviors and individual choices to achieve the goals pursued by the Organization and determined by its political body.

This tool involves job requirements setting, potential matching for in-house mobility and the implementation of development policies.

1.2. Structure of the UfMS and its functions

1.2.1. The organizational structure of the UfMS

The Senior Officials of the UfM Member States are in charge of

- nominating the Executive Leadership of the Secretariat, namely the Secretary General (SG) and six Deputy Secretaries General (DSG), each in charge of a thematic Division (i),
- the UfMS core business, executed by the six thematic Divisions comprising the Project Management and Regional Dialogue Related Functions (ii) and,
- the Technical, Corporate and Administrative Services (iii).
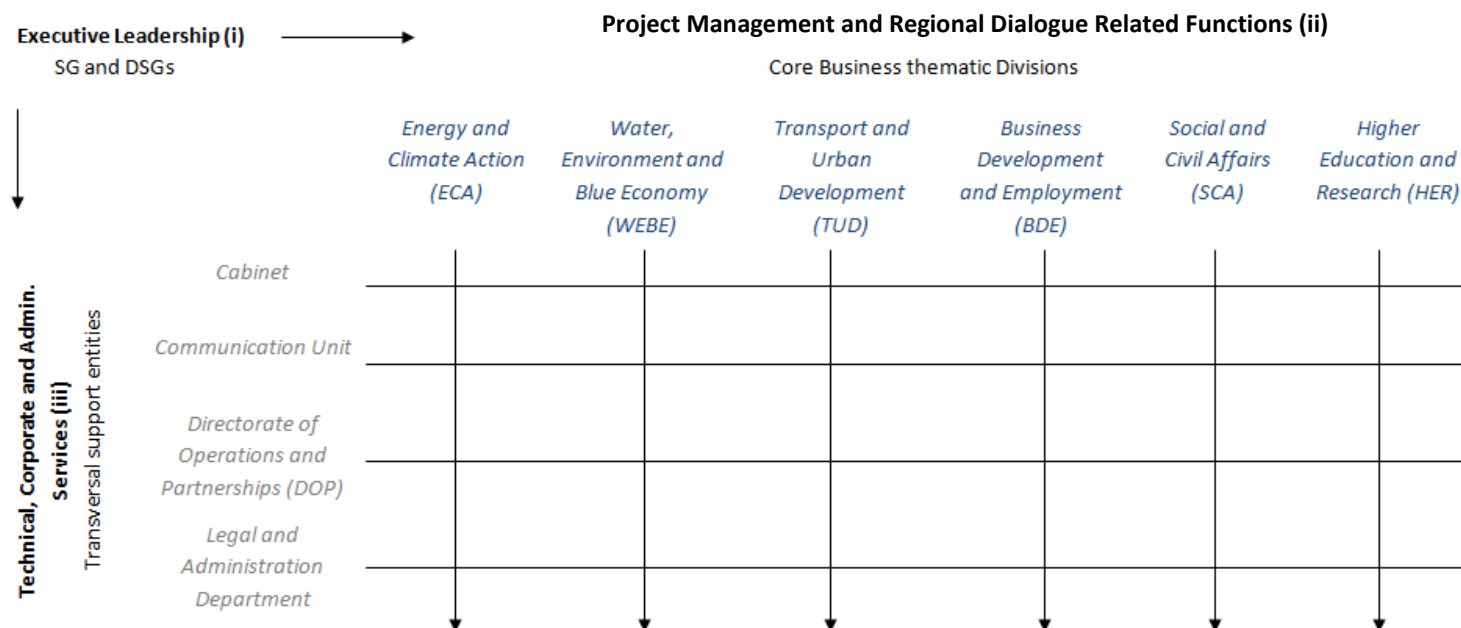
1.2.2. Functions within the UfMS

(i) Executive Leadership

- Design the UfMS strategy and road map in coordination with the UfM bodies;
- Align Decisions to achieve organizational road map;
- Actively uphold the value of the UfMS for regional Dialogue and Development;

- ***This function is enabled by statutory positions, Secretary General and Deputy Secretaries General.***

(ii) Project Management and Regional Dialogue Related Functions

- Project Management related Positions involve work programme implementation;
- Project management support, fundraising, negociation, regional dialogue animation, networking, policy analysis;
- Knowledge and networking management for continous improvement of the UfMS impact;

- ***This Function is enabled by project-related positions within the 6 Divisions of the UfMS (Project Analyst, Junior Expert, Project Manager, Expert, Programme Manager, Head of Sector, Senior Expert and Advisor).***

(iii) Technical, Corporate and Administrative Services

- Positions within the Technical, Corporate and Administrative Services support the functionning of the UfMS by ensuring efficiency and effectiveness of its activities.

- ***This Function is enabled by the positions within:*** *the Cabinet of the Secretary General, the Directorate of Operations and Partnerships, the Communication Unit and the Legal and Administration Department (Finance, Procurement, Human Resources, Information technology, Logistics, as well as **General Management and Administration positions,** Secretaries/Assistants/ Clerks)*

1.3. Job structure elements: glossary of the classification of posts

(1) Functions

A function, also called job family, is defined by a group of activities aiming to similar purposes and core mission. The existing positions within the UfMS can be classified under 3 functions: (i) Executive Management *(EM)*; (ii) Project Management and Regional Related *(PM)*; and *(iii)* Technical, Corporate and Administrative Services *(CS)*.

Owing to the complexity of some functions, they have been divided into smaller, more comprehensible Units, which have a continuum of knowledge, skills and abilities, representing a career path from the lowest to the highest level.

(2) Class of posts

A class of posts consists of a group of homogeneous duties, skills, responsibility level and tasks related by similarity of functions.

(3) Grade

The grade represents the seniority level. Grades have different designations, depending on the functions of the positions.

1.4. Classification of posts

1.4.1. Mission-based classification

Function (i)	Class of post	Category	Generic mission	Main activities
Executive Leadership **Management function -** *Strategy and resource allocation*	(EL1) **Secretary General**	Statutory position	**Executive leadership:** overall running of the Secretariat with full executive authority over its functioning, subject to the powers reserved for the UfMS political bodies. Legal representative and Authorizing Officer of the Secretariat.	- Prepare the annual Work Programme of the UfMS and its annual budget in consultation with the DSsG; - Appoint the UfMS staff; - Ensure the stability of the structure of the UfMS and the compliance with its objectives and mandate; -Maintain the links with the other bodies of the UfM; -Execute the budget; -Submit annual activity reports and financial accounts to the SO; -Maintain transparent procedures and correct circulation of information concerning all activities carried out by the UfMS; -Establish rules of procedure of the UfMS.
	(EL2) **Deputy Secretary General**	Statutory position	**Line Management and Resource coordination of one of the thematic Divisions:** coordinate, allocate and monitor the work of others. Resources are executed directly.	- Assist the SG and provide strategic direction and guidance on the assigned thematic; - Ensure the stability of the Division and compliance with its objectives; - Prepare the annual Work Programme of the Division and its annual budget in consultation with the SG; - Maintain the links with the other bodies of the UfM (relevant to the sector and cross sectors of the managed Division); - Execute the Division´s budgetary sectorial allocation with due regard to efficiency and cost control principles; - Submit the Division´s annual activity reports

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Function (ii)	Class of post	Category	Generic mission	Main activities
Project Management and Regional Dialogue Related **Core function -** *Regional cooperation enhancement through dialogue and technical assistance for the implementation of concrete projects*	(PM1) **Advisor**	Seconded	**Policy Diplomatic Advisor to the DSG:** Assist in the implementation of the work Programme**,** by providing reflective work on Regional Dialogue and building alliances.	- Act as a Policy Diplomatic Advisor to the DSG (research, foster active involvement of UfMS Member States, participate in relevant high level meetings, inform on opportunities and best practices, contribute to the political dialogue and strategic partnership); - Participate in the monitoring of Regional labelled projects; - Actively contribute to produce information and relevant communication tools;
	(PM2) **Manager (Programme manager/ Head of sector)** **/** **Expert**	Contracted Seconded	**Implementation of the Division´s work plan:** Maintenance and development of promoters and donors' networks. Project advisory and fundraising mastery.	**-** Identify and make proposals for potential projects, initiatives and activities in close cooperation with the promoters; - Fundraising in close cooperation with promoters; - Monitor and assess project work plans and progress, conduct evaluations; - Manage external consultants, monitor performance, review outputs and recommend and carry out corrective action when needed; - Carry out all aspects of procurement processes related to the sector of intervention (drafting ToRs, launching tenders...); - Participate in relevant project and sector meeting and contribute to the preparation of UfMS relevant sectorial meetings and high level visits.
	(PM3) **Analyst /** **Junior Expert**	Contracted Seconded	**Project coordination:** Horizontal support, activities´ coordination assistance (planning, monitoring reporting) and systemization of the communication of all project aspects.	**-** Organization of sectorial meetings and events; - Carry out public procurement processes (first draft of ToRS); - Compile data on external consultants' performance and recommend corrective actions; - Coordinate and participate in the assessment of projects; - Prepare the first draft of concept notes and legal documents on cooperation (MoUs, partnerships…); - Prepare communication material related to the Division´s activities; - First draft of institutional reports - Coordinate the Division´s sound financial management: forecasting and check budget VS actual.

Function (iii)	Class of Post	Category	Generic mission	Main Activities
Technical, Corporate and Administrative Services **Support function** *Provide services to ensure the operational effectiveness of the UfMS*	(CS1) **Director** / **Deputy Director**	Seconded Contracted	**Strategic planning and decision making**: lead long term organizational planning, manage changes and impulse the development and the improvement of policies.	-Ensure correct management and organizational development measures in the UfMS; -Manage and empower the team of the relevant Department, set objectives and measure performance internally; -Upon instructions of the SG, assist the DSGs if needed when exercising their functions; - Advise the SG on dealing with risks, on the quality of management, internal systems and opportunities; -Prepare talking points, speeches or representing the SG when appropriate;
	(CS2) **Head of Unit**	Contracted	**Activity monitoring:** act as referent, develop policies and procedures according to strategy.	- Responsible for the implementation of strategies and procedures; - Manage the relevant Unit; - Prepare processes; - Identify Unit´s needs;
	(CS3) **Officer / Analyst**	Contracted	**Work plan execution**: overall support in work plan within the relevant Unit.	- Execute work plan and advise on procedures implementation; - Provide assistance and follow-up on procedures and documentation; - Provide analytical work.
	(CS4) **Assistant**	Contracted	**Overall assistance:** execution of a work plan and secretarial/ administrative duties.	- Follow-up on administrative arrangements; - Maintaining files and records; - Coordinate the Unit´s/Department´s/Division´s activity; - Logistic organization;
	(CS5) **Clerk**	Contracted	**General office duties:** administrative and management support	-Welcome guests; -Support the reception desk; -Sort and Hand out post; -Record and update databases;

1.4.2. Minimum requirement-based classification

These are suggested requirements for high level posts that are subject to political appointment and statuary provisions taking into consideration geographical balance, experience and technical expertise in given areas of work.

EL	EL1. Secretary General	Political appointement		
		Minimum Experience	**Minimum Qualification**	**Minimum Experience**
		Experience	**Languages****	**Experience**
	EL2. Deputy Secretary General	Relevant professional experience **(diplomatic, institutional, managerial, technical, etc)**	Full proficiency in **English + another UfM language**	University Degree

These are minimum requirements per class of posts. More detailed and adjusted ones are included in the relevant Job description and related call for candidature.

Function	Class of posts	Minimum Experience		Minimum Qualification	
		Field related Experience	**Project and/or team Managerial Experience***	**Languages****	**Related-field Qualifications**
PM	**PM1.** Advisor	**10** years´ experience .	**8** years	Full proficiency in **English** + **another UfM language**	Master Degree or another university degree with relevant number of years of experience
	PM2. Manager	**8** years´ experience at international level.	**5** years	Full proficiency in **English** + **another UfM language**	Master Degree
	PM3. Analyst	**5** years´ experience**.**	**3** years	Fluency in **English** + **another UfM language**	Master Degree
CS	**CS1.** Director/Deputy Director	**10** years´ experience	**8** years	Full proficiency in **English** + **another UfM language**	Master Degree or another university degree with relevant number of years of experience
	CS2. Head of Unit	**8** years´ experience in **multi-cultural environment.**	**5** years	Full proficiency in **English** + **another UfM language**	Master Degree
	CS3. Officer	**5** years´ experience in **multi-cultural environment.**	**3** years	Fluency in **English** + **another UfM language**	Master Degree
	CS4. Assistant	**3** years' experience in **multi-cultural environment.**	**N/A**	Fluency in **English**	Bachelor Degree
	CS5. Clerk	**3** years' related experience in **multi-cultural environment.**	**N/A**	Fluency in **English** and **Spanish**.	High School Degree/ equivalent

*A management experience can be proven through project and/or team management depending on the organizational needs.

** The UfM working languages are English, Arabic, Spanish and French. The languages skills requirement may increase according to specific needs such as for the UfMS Communication Unit, the Human Resources Unit or for the Cabinet.

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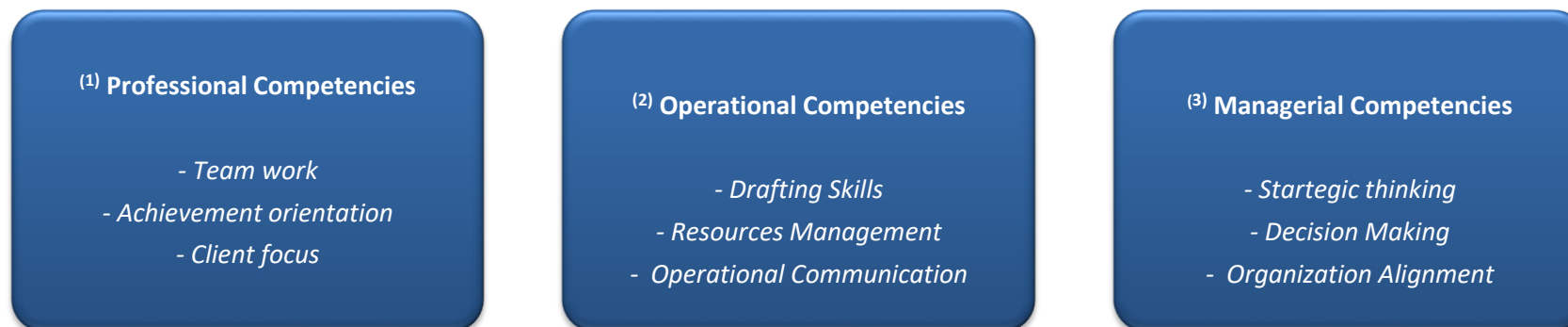الإتحاد من أجل المتوسط

2. GENERAL COMPETENCY FRAMEWORK

2.1 Objectives and definition:

The fulfillment of the UfMS mission depends on the mobilization of its staff competencies, common values and behaviors. The competency consists of a set of abilities, knowledge and skills enabling the job´s performance. Each competency can be measured through behavioral indicators. The identification of competency level aims to improve management decisions and bring out the levels of proficiency, complexity, scope and responsibility linked to a position.

The UfMS sets out all **9** expected competencies distributed in 3 clusters: [1] Professional competencies, [2] Operational competencies, [3] Managerial competencies.

[1] **Professional competencies**: basic skills and behavior to perform in a professional manner as expected from an employee at the UfMS.

[2] **Operational competencies:** set of skills and behavior enabling an employee to perform the duties prescribed in his professional field/sub function as expected at the UfMS.

[3] **Managerial competencies:** set of skills and behavior that enables/supports the achievement of the UfMS´s objectives through the extensive knowledge of the Organization, people management, resources management and effective communication.

Each competency level has a specific set of indicators. The competency levels are cumulative, which means the behavioral indicator at the lowest level also apply to all subsequent levels.

[1] Professional Competencies	[2] Operational Competencies	[3] Managerial Competencies
- Team work - Achievement orientation - Client focus	- Drafting Skills - Resources Management - Operational Communication	- Startegic thinking - Decision Making - Organization Alignment

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2.2. UfMS general competencies: behavioral indicators

Professional Competencies: Team Work

Definition: Team work consists of cooperative efforts delivered by several staff members which are driven by the same shared commitment to the UfMS performance. The ability to work with a team consists also of making valued contributions and constructive feedbacks to the outputs of others to achieve results in the most efficient way.

Behavioral indicators and levels:

Level 1:
- o *Support teams by providing information and feedback when requested;*

Level 2:
- o *Contribute in a valuable way to the team notably by providing constructive feedbacks on other´s contributions;*

Level 3:
- o *Share all relevant information and create team spirit;*
- o *Enhance other team members' self-esteem and empower them;*
- o *Have a high level of flexibility, can work with a wide variety of tasks and staff members.*

Professional Competencies: Achievement Orientation

Definition: The achievement orientation consists on the inner drive, devotion and motivation to accomplish goals.

Behavioral indicators and levels:

Level 1:
- *Gets the job done on time as long as there is no major obstacle;*
- *Does what is asked and solves problems as dictated;*
- *Works according to rules and procedures in force;*

Level 2:
- *Flexible and manages own time, priorities and resources to achieve given goals;*
- *Embraces expanded responsibility and challenges to improve performance;*
- *Demonstrates commitment to client and quality.*

Level 3:

- *Quickly delivers ideas and efficient solutions to better meet complicated challenges in a timely manner;*
- *Sets strategic goals and builds the means to achieve them;*
- *Achieves outstanding performance in the field of work.*

Professional Competency: Client Focus

Definition: Adopting a client focused approach means meeting peers' expectations when appropriate and respond to their enquiries promptly, efficiently and courteously to help them achieve their goals.

Behavioral indicators and levels:

Level 1:
- *Resolves colleagues'/partners enquiries promptly and courteously and only refers to others when genuinely appropriate;*
- *Keeps colleagues/partners up to date and informed on enquiries;*

Level 2:
- *Identifies and clarifies individuals' customer needs;*
- *Identifies good practice and solutions and integrates them into own service;*

Level 3:
- *Translates day-to-day feedbacks into possible strategic improvements: policies, procedures and implementation plans;*
- *Creates an environment where colleagues are empowered to adopt a client-focus approach;*

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Operational Competency: Resources Management

Definition: Resources Management consists of understanding human, financial and operational resource matters to be able to make sound decisions to ensure the efficient and effective development of the UfMS.

Behavioral indicators and levels:

Level 1:
- *Plan, coordinate and manage resources to accomplish assigned duties in a timely manner.*

Level 2:
- *Manage the allocation of resources according to business needs;*
- *Identify difficulties in organizing resources use and identify resources needs;*

Level 3:
- *Redefine priorities, develop solutions to tackle resource issues directly linked to the UfMS effectiveness and roadmap.*
- *Separate, combine and adapt tasks to regulate workflow efficiency to deliver outputs in a timely manner.*

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Operational Competency: Operational Communication

Definition: Operational communication aims to build sustainable relationships in order to work in an efficient way.

Behavioral indicators and levels:

Level 1:
- o *Able to explain a process or an activity and actively listens to messages;*
- o *Understands assignments instructions and applies them as directed;*
- o *Demonstrates a desire to support colleagues by actively helping them and try to relate constructive knowledge to others.*

Level 2:
- o *Able to present complex, conceptual ideas in comprehensive terms to colleagues;*
- o *Capable of advocating a change of mind of self, peers and partners;*
- o *Capable of adapting communication to specific audiences.*

Level 3:
- o *Able to gain/engage partners and peers through communication;*
- o *Able to transform ideas, behaviors and culture;*
- o *Advises and Influences decision makers.*

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Operational Competency: Drafting Skills

Definition: Drafting skills are the ability to communicate in an appropriate, comprehensive and respectful way concepts and information in writing, paying due regard to the desired impact.

Behavioral indicators and levels:

Level 1:
- o *Adapts communication according to audience type;*
- o *Writes in a concise and comprehensive manner;*

Level 2:
- o *Writes in a logical manner and adapts to diverse situations;*
- o *Soundly uses factual data to complete or support information;*

Level 3:
- o *Vulgarizes technical information to engage diverse audiences and positively influences opinions and decisions (strategic written creation);*
- o *Reviews and improves sensitive, strategic or complex written institutional documents, identifies miscommunication risks and opportunities.*

Managerial Competency: Strategic Thinking

Definition: Strategic thinking is the ability to develop a vision on the Organization´s accomplishments and future. It supports decisions, critical resources management and links long-term strategies to daily work.

Behavioral indicators and levels:

Level 1:
- *Understands the potential impact of each peer/partner work.*

Level 2:
- *Understands the position of the UfMS on a political level, its strengths, weaknesses, opportunities and threats;*
- *Identifies key information or facts to influence decision-makers;*

Level 3:
- *Develops a network outside and inside the UfMS to meet strategic goals;*
- *Thinks a "bigger picture", uses tools or ways and achieves strategic goals;*

Managerial Competency: Organization Alignment

Definition: Organization Alignment requires a deep understanding of purposes and goals of the UfMS. It is about the consistency between the external (UfMS outputs) and internal practices. It means focusing on the behaviors aligned with the priorities and goals instead of one´s own preferences and professional priorities.

Behavioral indicators and levels:

Level 1:
- *Able to explain the purpose of the UfMS and the link with own work.*

Level 2:
- *Able to explain the UfMS priorities, and potential opportunities arising through changes;*
- *Able to explain to others the strategic goals and how they will impact their work.*

Level 3:
- *Able to promote and share the development needs of the UfMS;*
- *Rally peoples' objectives with UfMS priorities.*

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Managerial Competency: Decision Making

Definition: Decision Making is the ability to make suitable and transparent decisions by analyzing complex situations, past experiences and other points of view.

Behavioral indicators and levels:

Level 1:
o   *Identifies urgent decisions and take them in a timely manner in light of available information.*

Level 2:
o   *Ensures the communication and explanation of reasons for decisions to all those affected, especially in sensitive contexts.*

Level 3:
o   *Takes into account calculated risks and accepts responsibility for the quality of the outcome of the taken decision.*

2.4. General competency framework

The Framework establishes level of skills recommended for each cluster of competencies and class of posts:

	Operational Competencies	Team Work	Achievement Focus	Client Focus	Professional Competencies	Resources Management	Drafting Skills	Communication Skills	Managerial Competencies	Organization Alignment	Decision making	Strategic thinking		Supervisory Level*
Executive Leadership														
EL1 - Secretary General		3	3	3		3	3	3		3	3	3		3
EL2 - Deputy Secretary General		3	3	3		3	3	3		3	3	3		2
Project Management and Regional Dialogue Related														
PM1 - Advisor		3	3	3		3	3	3		2	2	3		N/A
PM2 - Manager		3	3	3		3	3	3		2	2	3		1
PM3 - Analyst		3	2	2		2	2	2		1	-	1		N/A
Technical, Corporate and Administrative Services														
CS1 - Director/Deputy Director		3	3	3		3	3	3		3	3	3		3
CS2 - Head of Unit		3	2	3		3	2	2		2	1	2		2
CS3 - Officer / Analyst		2	2	2		2	2	2		1	-	1		1
CS4 - Assistant		2	1	2		1	2	1		1	-	1		N/A
CS5 - Clerk		1	1	1		1	1	1		-	-	1		N/A

* The supervisory level, i.e. first line management responsibility (monitor and regulate employees in their performance of assigned or delegated tasks) is measured following staff categories and number supervised.

3. SALARY GRID

3.1. Contracted staff compensation approach

The system of increment advancement and promotion within the UfMS is subject to multiple variables.

Subject to budget, the length of a continuous service (the seniority level) and a promotion are the two elements that may affect a salary.

- **Salary increments on steps**

Each position from each function includes steps.
A step increment is based on the following elements:
- The seniority level (years of service at the UfM);
- Annual Performance Appraisal;
- Budget.

As per the UfMS´s Staff Regulations Implementing Rules (Rule X – Section 1), a **satisfactory performance** shall be awarded annually by a salary increment following the salary scale set forth. A staff member whose service has not been satisfactory is subject to demotion.

- **Promotion system**

As per the UfMS´s Staff Regulations Implementing Rules, the Secretariat shall institute and maintain programmes to reward staff members according to their performance and achievements as documented in the performance appraisal system.

The Performance rewards consists on **gaining several steps** based on **outstanding performance**. The promotion is subject to the appraisal of the **Advisory Board** and afferent **budget-control rules**.

Performance rewards shall constitute no more than 1.5 per cent of the total salary budget, subject to review by the Advisory Board in light of a proposal by the Legal and Administration Department.

3.2. Salary Grid[1]

2018 Gross Salary Grid - UfMS Contracted Staff by Posts class, Grades and Steps								
Function	**Posts Class***	**Grades**	**Steps**					
			1	*2*	*3*	*4*	*5*	*6*
Project Management and Regional Dialogue Related	**PM1 - Manager** *(Project manager, Programme manager, Head of Sector, etc)*	PM1.1	85,333	86,666	87,999	89,332	90,665	91,998
		PM1.2	75,996	77,329	78,662	79,995	81,328	84,000
		PM1.3	67,998	69,331	70,664	71,997	73,330	74,663
		PM1.4	60,000	61,333	62,666	63,999	65,332	66,665
	PM2 - Analyst	PM2.1	57,238	58,029	58,820	59,611	60,402	62,000
		PM2.2	52,492	53,283	54,074	54,865	55,656	56,447
		PM2.3	47,746	48,537	49,328	50,119	50,910	51,701
		PM2.4	43,000	43,791	44,582	45,373	46,164	46,955
Technical, Corporate and Administrative Related	**CS1 - Director/Deputy Director of Department**	CS1.1	93,331	94,664	95,997	97,330	98,663	99,996
		CS1.2	85,333	86,666	87,999	89,332	90,665	91,998
	CS2 - Head of Unit	CS2.1	75,996	77,329	78,662	79,995	81,328	84,000
		CS2.2	67,998	69,331	70,664	71,997	73,330	74,663
		CS2.3	60,000	61,333	62,666	63,999	65,332	66,665
	CS3 - Officer / Analyst	CS3.1	57,238	58,029	58,820	59,611	60,402	62,000
		CS3.2	52,492	53,283	54,074	54,865	55,656	56,447
		CS3.3	47,746	48,537	49,328	50,119	50,910	51,701
		CS3.4	43,000	43,791	44,582	45,373	46,164	46,955
	CS4 - Assistant	CS4.1	40,500	41,250	42,000	42,750	43,500	45,000
		CS4.2	36,000	36,750	37,500	38,250	39,000	39,750
	CS5 - Clerk	CS5.1	32,996	34,162	35,328	36,494	37,660	40,000
		CS5.2	26,000	27,166	28,332	29,498	30,664	31,830

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* Job titles of staff members depend on grades designation
** Post changing only arises upon a recruitment procedure
*** Fixed term contract staff members will be subject to a coefficient of 1.5 on the amount of increments within steps.