

PERSONNEL POLICY MANUAL

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1. INTRODUCTION

1.1 About IWMI

- 1.1.1 IWMI's mission is to improve the management of land and water resources for food, livelihoods and the environment. To achieve this, IWMI conducts a worldwide research and capacity-building program to improve water and land resources through better technologies, policies, institutions, and management.
- 1.1.2 IWMI is one of fifteen research centers forming the Consortium of the Consultative Group on International Agricultural Research (CGIAR), supported by a network of governments, private foundations and international organizations. The CGIAR is IWMI's principal source of funding.
- 1.1.3 IWMI is a non-profit autonomous organization, non-political in management, staffing and operations. IWMI headquarters are in Colombo, Sri Lanka, and it undertakes activities in, and under the terms of agreements with, a number of other countries.
- 1.1.4 In accordance with its Charter and Headquarters Agreement, and Agreements with other governments, IWMI possesses international status and enjoys particular privileges and immunities relevant to its functions and purposes.
- 1.1.5 A Board of Governors, consisting of distinguished persons from various countries around the world, provides policy and direction to IWMI. The Director General serves as IWMI's chief executive officer and reports to the Board.

1.2 IWMI's Commitment to Staff

- 1.2.1 IWMI views its staff as its most valuable asset and aims to attract, retain and develop staff members of the highest quality.
- 1.2.2 IWMI devotes resources toward ensuring staff members' well-being and ensures a working environment that is intellectually stimulating and professionally rewarding. IWMI undertakes to provide a working environment that will enable staff members to achieve the highest level of personal and institutional performance.
- 1.2.3 IWMI seeks at all times to:
- provide fair and equitable treatment to all staff members;
 - encourage and provide opportunities for personal growth and advancement;
 - discourage discrimination, in every form, in employment and in research programs;
 - provide a safe and well-equipped working environment; and
 - assure staff participation in decisions and actions of their concern.

- 1.2.4 IWMI is an "equal opportunity employer," committed to making staff appointments regardless of gender, race, national or social origin, religion, political affiliation or any other form of personal identity.
- 1.2.5 In determining its employment conditions, IWMI endeavors to establish conditions that are competitive within comparable labor markets from which IWMI draws its staff.
- 1.2.6 IWMI will assist families of staff to make personal and professional adjustments to the IWMI environment.
- 1.2.7 IWMI may provide further assistance to staff members if circumstances deem it necessary e.g. for single parents.

1.3 Application of this Manual

- 1.3.1 The provisions of this manual shall be applied without regard to gender, race, national or social origin, religion, political affiliation or any other form of personal identity, to all regular staff across all IWMI offices holding indefinite or fixed-term appointments of one year or more.
- 1.3.2 Other personnel appointed on a temporary or part-time basis shall be subject to the provisions of this manual that may be specified in their contract of employment.
- 1.3.3 Entitlement to benefits is not automatic but directly related to the staff member's individual circumstances.
- 1.3.4 Unless specifically permitted in a stipulated human resources policy, entitlements set forth in this manual may *not* be accumulated, transferred to another individual, converted to or added to another entitlement or paid in cash or in kind. An entitlement that is not used as explained in this manual therefore is lost and cannot be reclaimed.
- 1.3.5 Under unusual circumstances, the Director General may make exceptions to these policies and/or their application.
- 1.3.6 IWMI's policies and procedures are subject to the limitations of agreements with, as well as the laws and customs of, countries within whose borders IWMI operates. IWMI is also subject to the contract provisions and funding decisions of donors. Therefore, IWMI's Board and Management reserve the right to act on such considerations and change, suspend or terminate any of its policies and procedures as deemed necessary.
- 1.3.7 It is the staff member's duty to report change in individual and/or family circumstances to HR as soon as possible. Such changes may include: marriage, separation, divorce, birth or death of dependants, etc.

2. DEFINITIONS

2.1 Components of salary and benefits

2.1.1 **Base Salary:** that part of compensation paid in cash, exclusive of all other payments in cash or in kind for benefits, allowances, etc.

2.1.2 **Benefits:** the non-cash entitlements granted to staff members under schemes related to insurance, health, pension, provident fund, etc.

2.1.3 **Allowances:** the entitlements paid in cash to staff members for specific purposes other than base salary. These do not form part of base salary for purposes of pension and insurance, except where specifically mentioned in the relevant Personnel Policy Supplement.

2.1.4 **Gross Salary:** includes basic salary, benefits, and allowances as defined in this manual and in the relevant Personnel Policy Supplement.

2.2 Definitions of location

2.2.1 **Recognized Home Base:** generally the city and country that the staff member considers as his/her permanent domicile because of birth, citizenship or permanent residency. IWMI must approve the recognized home base and it is officially recognized as such in the letter of appointment. Should there be a change in the home base, IWMI requires evidence that this is a bona fide change.

2.2.2 **Duty Station:** the location, i.e., city, country or research station, where the staff member is posted and works.

2.3 Categories of staff

2.3.1 IWMI staff normally are categorized by two systems:

- by the hours they work, and
- by the geographic nature of their recruitment.

Thus:

2.3.2 **Regular Staff:** persons holding full-time indefinite or fixed-term appointments of one year or more.

2.3.3 **Temporary Staff:** persons employed for a period of less than one year to fulfill a specific scientific, technical or administration assignment.

2.3.4 **Part-time Staff:** persons employed for fewer than 40 hours per week.

2.3.5 **International Staff:** regular staff members appointed to positions that require selection from a regional and/or worldwide competition.

2.3.6 **National Staff:** regular staff members appointed to positions for which selection results from local competition within the country of posting, following local custom and law.

2.4 Nationality

2.4.1 The staff member's nationality or, when he/she has been legally accorded nationality status by more than one state, the nationality chosen by the staff member at the time of recruitment. In the application of these policies, only one nationality will be recognized for any staff member.

2.5 Authorized Dependants

2.5.1 The legal spouse or non-married partner, and biological or legally-adopted children, as well as stepchildren of the staff member. Certain conditions must be met to qualify as an "authorized dependant". These are described below.

2.5.2 A staff member's authorized dependants are:

- the legal spouse or un-married partner, and
- biological or legally-adopted children, as well as stepchildren of the staff member (subject to the limitations described below.)

2.5.3 For a non-married partner to qualify as an authorized dependant:

- the relationship should have been established and in existence for a period of at least two years prior to staff member joining IWMI.
- the staff member must make a notarized declaration of the spousal relationship at the time of joining IWMI.

2.5.4 Eligibility under this policy will be limited to only one legal spouse or partner. The application of this definition may be limited due to external factors beyond the control of IWMI, such as host country visa requirements for international staff members, and insurance regulations.

2.5.5 Children (biological, legally adopted, and step-children) are recognized as authorized dependants until their 26th birthday for the purpose of medical insurance, provided that they are unmarried and fully dependant on the staff member.

2.5.6 Stepchildren of the staff member are recognized as authorized dependants for the purpose of medical insurance until they are 26 years of age provided that:

- the spouse/partner of the staff member (parent of the children) has legal custody of them, and
- the children are unmarried and fully dependant on the staff member.

2.5.7 For all other allowances and purposes, the authorized age limit for dependant children is until their 24th birthday.

3. GENERAL RESPONSIBILITIES OF STAFF

3.1 General conduct

3.1.1 [IWMI's Code of Conduct](#) (available on the intranet) sets forth the standards for staff conduct, action and behaviour to ensure that the highest ethical and professional standards are met and maintained. Staff members are expected to adhere to the Code of Conduct and behave responsibly and within IWMI policies at all times.

3.1.2 In accepting an appointment to IWMI, staff members signify their intention to abide by IWMI's policies and procedures and to accept the responsibilities set forth in this manual. They shall at all times discharge their duties with efficiency, diligence and fidelity and work honestly and conscientiously for IWMI.

3.1.3 Staff members at all levels are expected to:

- acknowledge primary responsibility to the goals of IWMI;
- be responsible to the Director General and other IWMI authority in the exercise of their functions and respecting lines of authority;
- treat all colleagues and partners with personal and professional respect and courtesy, exercising sensitivity to their social and cultural beliefs, rights, duties and aspirations;
- ensure a work environment that respects the dignity of the individual and that is free of all forms of bullying, discrimination, harassment and abuse of power;
- be willing to discuss and manage conflict in an open manner with a goal of reaching resolution whenever involved in a dispute,
- respect the property of IWMI, using it economically and only for official purposes,
- respect the laws and customs of the country in which they are posted,
- avoid activities and making public announcements incompatible with their duties at IWMI or detrimental to IWMI's interests, and
- respect personal and professional confidentiality, and exercise discretion in all matters of official business.
- maintain a safe and healthy work environment
- act responsibly in all e communications e.g. internet and web-based activities

3.1.4 Staff must refer to IWMI's Code of Conduct for a comprehensive understanding of the standard of conduct and workplace behaviour that is acceptable and expected of all staff.

3.2 Bullying, Harassment and Discrimination

3.2.1 IWMI maintains a work environment that respects the dignity of the individual, and that is free of all forms of bullying, harassment and discrimination. Conduct or comments that do not respect an individual's dignity are unwelcome, offensive and will not be tolerated.

3.2.2 IWMI staff must not bully, harass or discriminate against another staff member. Such misbehaviour is a disciplinary offence. All complaints of bullying, harassment or discrimination will be investigated and resolved promptly.

3.2.3 Staff must refer the [Bullying, Harassment and Discrimination](#) policy available on the intranet for further details.

3.3 Workplace HIV/AIDS Policy

3.3.1 IWMI acknowledges the seriousness of the HIV/AIDS epidemic, seeks to minimize the social, economic and developmental consequences of HIV/AIDS to IWMI and its staff members and commits itself to providing resources and leadership to implement a compassionate HIV/AIDS program.

3.3.2 IWMI affirms that:

- staff members living with HIV/AIDS shall be protected against discrimination and accorded with the dignity and respect due all IWMI staff members;
- HIV status shall not constitute a reason to preclude any person from employment;
- no staff member shall be required to undergo HIV testing; where testing is done it will be at the voluntary request of the staff member and will be accompanied by counseling;
- confidentiality of HIV status of any staff member shall be maintained at all times;
- continuing development and implementation of HIV/AIDS policy and programs will be done in consultation with staff members; and
- a spirit of compassion and understanding for HIV-infected people will be fostered throughout IWMI.

3.4 Political activity

3.4.1 IWMI staff members shall not engage in any political activity that is inconsistent with, or might detract from the independence and impartiality required by their status as staff members of IWMI.

3.5 Disclosure of information

3.5.1 Staff members shall not make public any confidential information known to them by virtue of their IWMI position, nor shall they use such information for personal advantage. These obligations continue upon leaving IWMI.

3.5.2 Staff members must consult with their supervisor who will inform the Director General before accepting professional speaking engagements or publishing research reports, articles in professional journals or other forms of written communication. The purpose of this consultation is to avoid potential personal and official conflicts in the release of IWMI perspectives on issues of concern.

3.6 Employee Whistle Blowing Policy

- 3.6.1 IWMI has a duty of care towards its stakeholders to demonstrate absolute integrity in its dealings with its resources, activities, environment and legal, and its research products and processes.
- 3.6.2 IWMI staff are encouraged to report any irregularities or concerns they may have that may be of risk to IWMI. Please refer the [Employee Whistle Blowing Policy](#) (available on the intranet) for more details on the policy and the process of reporting any irregularities or concerns.

3.7 Outside Interests

- 3.7.1 IWMI encourages staff to participate in unpaid social and welfare activities as long as these activities are compatible with IWMI's philosophies, principles and practices.
- 3.7.2 If a staff member wants to serve as a trustee, director, board member, officer, partner, consultant, agent or accept other honorary appointment for any organization including NGOs, such staff are required to obtain prior written approval of the Director General.
- 3.7.3 Staff members must not undertake any active association with the management of, or hold financial interest in, any business concern if it is possible for the staff member or a member of his/her immediate family to benefit from such association by reason of the staff member's official position with IWMI.
- 3.7.4 The mere holding of minority shares in a public company does not constitute a conflict of interest in this context.
- 3.7.5 Staff members who feel that any of their outside interests may be potentially in conflict with those of IWMI should report these interests to their immediate supervisor. The supervisor will then refer the information to the HR Director.
- 3.7.6 The staff member will take the necessary action to avoid potential conflict and advise the Director General accordingly.

3.8 Outside Employment

- 3.8.1 Full time staff members must gain the prior approval of the Director General before they engage in any consultancy or outside employment that is related in any way to their employment at IWMI.
- 3.8.2 Part time staff members must inform the Director General of any other employment. This must not conflict with IWMI duties.

- 3.8.3 When an outside assignment is related to the work of IWMI, and it is in IWMI's interest to have the staff member undertake the assignment, the Director General will establish the conditions under which the assignment may be accepted.

3.9 Honoraria, Gifts and Courtesies

- 3.9.1 Staff members must seek the advice of the Director General before accepting honoraria, cash awards, honors, decorations, favors or gifts of significant value from any individual or organization related to IWMI. Failure to consult may result in disciplinary action that may involve return of the value to the IWMI.
- 3.9.2 Gifts of nominal value that are offered in accord with local social custom or courtesy are excluded from this policy.

3.10 Intellectual Property Rights

- 3.10.1 All intellectual property rights, including research data, computer software, title, copyright, royalties and patent rights accruing from a staff member's work at IWMI belong to IWMI. Staff members must respect the conditions of agreements entered into by IWMI.
- 3.10.2 Staff members who believe that aspects of their work may be copyrighted or patented should discuss this with the Director General.
- 3.10.3 Staff should refer the [Intellectual Property Policy](#) (available on the intranet) for further details.

4. WORK ENVIRONMENT

4.1 Occupational Health and Safety

4.1.1 IWMI regards the health and safety of its staff as of utmost importance and strives to provide a safe and well equipped working environment and achieve the highest practicable standards of occupational health and safety throughout IWMI headquarters and regional offices.

4.1.2 Staff must refer the [Occupational Health and Safety Policy](#) on the intranet for details.

4.2 Staff Members' Associations

4.2.1 IWMI encourages mechanisms such as recognized staff associations through which staff can provide their ideas and suggestions on the direction and operation of IWMI. Such mechanisms also enable staff members to bring to management's attention problems and concerns that affect working conditions.

4.2.2 IWMI's formal Staff Consultative Committee is a representative body of staff from divisions, departments, units at HQ and at regional/sub-regional offices, nominated by staff and appointed by Management. Staff should refer the [Staff Consultative Committee](#) terms of reference (available on the intranet) for further details.

4.3 Spouse/Partner Employment

4.3.1 IWMI recognizes the increasing employment expectations of dual career families and is committed to addressing those needs where possible.

4.3.2 ***Appointment to regular positions:*** The Director General may offer an international appointment to a spouse/partner of an international staff member already appointed to IWMI, provided that:

- there is an authorized internationally-recruited position vacant;
- the normal competitive recruitment procedures are followed;
- he/she fully meets the position requirements;
- he/she meets IWMI's normal standards of professional excellence
- he/she will not be supervised by or report to the spouse/partner, will not be employed in a position that would represent a conflict of interest, and will not have access to confidential or sensitive information about the other spouse/partner.

4.3.3 IWMI will not allow duplication of benefits in staff appointments. To this extent, staff are required to make a declaration of prevailing benefits through any other source at the time of joining IWMI (also see sections 8.1.4 to 8.1.6 under Salary and Benefits).

- 4.3.4 When both spouses hold international appointments at IWMI and reside in the same household at their assigned duty station, the salary, benefits, allowances, etc., are provided as follows:
- full base salary and any cost-of-living allowances to each, depending on position to which appointed;
 - full retirement contribution to each, based on each individual's salary;
 - full coverage for life insurance, accidental death and dismemberment and long-term disability to each;
 - if applicable, shared assigned vehicle;
 - shared family medical coverage;
 - shared housing allowance;
 - shared home leave benefit;
 - shared benefits for dependants' education;
 - shared relocation benefit;
 - shared shipping allowance.
- 4.3.5 **Short term consultancies:** IWMI may approve short-term appointments for specialized professional consultancies for spouses/partners of already appointed international staff. These appointments may be considered where:
- the spouse/partner has skills, abilities, qualifications and experience that are relevant to IWMI's needs;
 - the usual competitive process is undertaken;
 - the spouse/partner is not the commissioner of the consultancy; and
 - subject to clearance by Director, Human Resources
- 4.3.6 **Other options within IWMI:** Spouses/partners may also apply to be considered for national staff positions provided:
- there is an authorized nationally-recruited position vacant;
 - the required competencies are not available locally;
 - the spouse/partner fully meets the position requirements;
 - he/she will not be supervised by or report to the spouse/partner, will not be employed in a position that would represent a conflict of interest, and will not have access to confidential or sensitive information about the other spouse/partner.
- 4.3.7 In the case of national staff, when both spouses/partners are employed at IWMI and reside in the same household, salary and benefits will continue for each, except that:
- family medical insurance will be shared;
 - transport allowance will be shared;
 - if applicable, vehicle allowance will be shared;
- 4.3.8 **Appointment as an IWMI Research Associate:**
- 4.3.8.1 The Director General may offer the position of 'Research Associate' to the spouse/partner of an international staff member provided the spouse/partner has the

potential to make a positive contribution to the IWMI research agenda. In the case of such appointments IWMI may provide office facilities to the research associate, if available. Facilities may include the provision of a computer, telephone and e-mail access. IWMI may also provide an IWMI business card.

- 4.3.8.2 In addition, IWMI may provide a small grant of up to \$5,000 per annum to facilitate travel and some operating funds, should the contribution fit IWMI objectives.

4.4 Grievances

4.4.1 IWMI believes that all staff members should be treated fairly and equitably. Where staff grievances arise, IWMI tries to achieve resolutions that are acceptable and reasonable to all parties.

4.4.2 The first option is to manage the issue informally.

4.4.3 IWMI recognizes that in some circumstances formal procedures may need to be followed.

4.4.4 Staff members have the right to appeal against a grievance outcome.

4.4.5 Staff should refer the [Grievance Policy and Process](#) (available on the intranet) for details.

4.5 Discipline

4.5.1 IWMI's Code of Conduct sets forth the standards for staff conduct, action and behaviour to ensure that the highest ethical and professional standards are met and maintained. All staff are expected to adhere to the Code of Conduct and behave responsibly and within IWMI policies at all times.

4.5.2 Disciplinary proceedings will result if staff members display unsatisfactory conduct; contravene IWMI policies and procedures; or neglect duties and obligations.

4.5.3 The first option is to manage the issue informally; in some instances however, formal procedures may need to be followed.

4.5.4 Staff members have the right to appeal the outcome of any disciplinary hearing.

4.5.5 Staff should refer the [Disciplinary Policy and Procedure](#) (available on the intranet) for details.

5. WORKING HOURS, HOLIDAYS AND LEAVE

5.1 Hours of Work

- 5.1.1 The working hours of all staff members will normally comprise 40 hours per week.
- 5.1.2 All IWMI offices open and operate on schedules that adhere to the customs and practices of the specific location. These schedules are published in Appendix 1.

5.2 Compensation for excess hours worked

- 5.2.1 Professional staff members, whether holding international or national staff positions, will not generally be compensated for work outside normal hours. However the immediate supervisor may approve time off in lieu, in cases when prolonged work outside of normal hours is required.
- 5.2.2 National support staff members who are requested to work beyond normal work hours may be offered compensatory time off, or paid overtime, as required by the customs and practices of the specific location.

5.3 Overtime provisions (where appropriate)

- 5.3.1 Overtime work is work performed in excess of 40 hours in any calendar week beginning Monday and ending Sunday.
- 5.3.2 Annual leave, casual, sick leave and official holidays are counted as time worked in computing the 40-hour week required before an eligible staff member is entitled to receive compensation for overtime work.
- 5.3.3 Policies regarding compensatory time off and overtime pay are included in the relevant Personnel Policy Supplements.

5.4 Official Holidays

- 5.4.1 National staff are entitled to the national holidays of the country in which they are posted and to those local holidays in the city or town in which the IWMI office is located.
- 5.4.2 The list of official holidays is published in the relevant Personnel Policy Supplement.
- 5.4.3 International staff will normally be entitled up to 10 days' official holidays, which will be determined by the HR Director/Director General for headquarters staff and by the Regional Director in consultation with the Head of Office for the respective regional office staff.

5.5 Annual and Casual leave

- 5.5.1 All staff are entitled to annual, casual and sick leave as defined in the relevant Personnel Policy Supplements or in the contract of employment.
- 5.5.2 A staff member's full leave entitlement for a calendar year will be credited at the beginning of each year. The staff member can utilize this entitlement at any time during the year, at a time mutually convenient to IWMI and the staff member.
- 5.5.3 The leave entitlement for a calendar year will be prorated for those staff members joining after 1st January, or leaving IWMI employment before 31st December, accordingly.
- 5.5.4 All leave must be supported by a leave application and authorized by the approving authority.

5.6 Sick leave

- 5.6.1 All staff are entitled to sick/medical leave as defined in the relevant Personnel Policy Supplements or in the contract of employment.
- 5.6.2 All absences for illness should be reported to the supervisor and followed up with a leave application.
- 5.6.3 A staff member may take two consecutive day's medical leave without submitting a medical certificate.
- 5.6.4 Should a staff member require sick leave over and above the annual entitlement or need extended sick leave due to a serious illness, IWMI may require the staff member to undergo a medical assessment.
- 5.6.5 During extended sick leave IWMI requires the staff member to maintain regular contact with HR and/or supervisor.
- 5.6.6 If sick leave extends for a continuous period of 60 days or more, then IWMI will require the staff member to undertake a medical examination to assess fitness for duty.
- 5.6.7 Long-term disability insurance will become effective in the event that due to either sickness or accident, a staff member is totally unable to perform his/her usual occupation. Staff should refer the section on 'long-term disability insurance' in the relevant personal policy supplement for details.

5.7 Maternity, Paternity, and Parental leave

- 5.7.1 Female staff are entitled to paid maternity leave as provided for in legislation of the country of posting but not less than 60 working days (see the relevant Personnel Policy Supplement for details).
- 5.7.2 If medical complications of pregnancy require additional leave, this may be taken as sick leave. Maternity leave may be taken in part before and in part after delivery. Applications for maternity leave must include a medical certificate from a qualified medical practitioner, which indicates the estimated dates of confinement.
- 5.7.3 A staff member who has been granted maternity leave as explained above, and who resumes her employment upon the expiration of maternity leave, normally be reinstated in the position occupied, but shall be guaranteed a position at the same level/grade.
- 5.7.4 Male staff are entitled to paid paternity leave of 10 working days for each delivery by their spouse/partner.
- 5.7.5 Both male and female staff are entitled to paid parental leave of 10 working days for each instance of adoption of a child. To be eligible for adoption leave, the staff member must have completed an aggregate service of at least eight months during the immediately preceding twelve months. This leave may be granted up to three times during the tenure of each individual staff member.
- 5.7.6 A staff member wishing to stay away from work for longer than the stipulated period in order to care for the infant may apply for leave without pay, if no annual leave credit is available. Provided the total absence does not exceed six months, IWMI will reinstate the staff member upon return from such extended leave:
- in the same position occupied at the time she commenced maternity leave, or
 - in a comparable position with salary and benefits equivalent to those to which she was entitled at the beginning of maternity leave.

5.8 Compassionate Leave

- 5.8.1 All staff are entitled to compassionate leave in the event of the serious illness or death of a close family member. Compassionate leave provides for up to five working days of paid leave, plus travel time by the most direct routing. All time over the five days plus travel time must be charged to annual leave, or taken as leave without pay.
- 5.8.2 International staff posted to an IWMI office outside their recognized home base will, in addition, be provided one round trip economy air ticket between the duty station and the stricken family member. The trip must take the most direct routing, and must not exceed the cost of travel between duty station and home base.

5.8.3 The entitlement to compassionate leave and the travel entitlement may be used either by the staff member or the spouse/partner. However, this entitlement may be used only twice during a six-year period of IWMI employment.

5.9 Unpaid leave

5.9.1 Staff members may request leave without pay in the event of a personal situation for which no other leave credit is available.

5.10 Absence without Authorization

5.10.1 If, for compelling reasons, a staff member is unable to report for duty, he/she must advise the immediate supervisor the reason for his/her absence as soon as possible, and in any case within 24 hours. An unreported or insufficiently justified absence will be considered as unauthorized absence.

5.10.2 Absence without leave or permission, including overstaying for two weeks after the expiry of authorized leave, will result in automatic termination of employment. The staff member will be treated as having abandoned or vacated his/her position with IWMI.

5.11 Flexible Working Arrangements

5.11.1 IWMI expects staff to be at their duty station during standard working hours. However, IWMI accepts that, on occasions, staff may need to vary working hours and/or location for either personal or professional needs.

5.11.2 Staff may take short breaks to attend to urgent personal matters in consultation with the Supervisor. Personal needs that may require significant time periods should be obtained with formal application and approval of leave.

5.11.3 IWMI is prepared to consider alternatives to standard working hours as outlined in section 5.1 and/or working from an alternative location, where the alternative arrangements:

- are advantageous to both IWMI and the staff member;
- do not impair IWMI productivity; and
- are short-term and temporary

5.11.4 Alternative working arrangement must conform to IWMI's [Flexible Working Arrangements](#) policy available on the intranet.

6. RECRUITMENT, APPOINTMENT, TRANSFERS & RENEWALS/ EXTENSIONS

6.1 General

- 6.1.1 IWMI's objective in the appointment, transfer or promotion of staff members is to secure, through open competition, the highest standards of competence, efficiency and integrity available.
- 6.1.2 In addition, IWMI is committed to maintaining the diversity of its staff in terms of both gender and nationality. IWMI believes that such diversity contributes to research effectiveness and organizational excellence and impact.
- 6.1.3 When recruiting, IWMI will pay particular attention to gender balance and applicants from diverse ethnic and national backgrounds, balancing this with the objective to select the individual determined to be the best person for the position.
- 6.1.4 IWMI will apply consistent and fair recruitment and appointment practices to ensure that current staff members, as well as external candidates, have equal opportunity for job openings. All vacant positions will be made known to current staff members at the start of the recruitment process.

6.2 Recruitment Principles

- 6.2.1 Recruitment and appointment at IWMI are based on the principle of open competition on merit, the basic elements of which are:
- a) adequate publicity - vacancies are publicized to provide potential candidates with every reasonable opportunity to apply;
 - b) special efforts are made to encourage applications from groups that might otherwise be under-represented in the candidate list;
 - c) absence of discrimination - selections are made impartially under processes that will neither discriminate nor unduly favor candidates on the basis of:
 - gender, race, national or social origin, religion, political affiliation, or
 - any other form of personal identity;
 - age, marital status, or family size;
 - physical disability not relevant to the assignment; and
 - d) ranking on the basis of the highest standards of efficiency, competence, effectiveness, integrity, professional qualifications, and appropriate experience to carry out IWMI's objectives.
- 6.2.2 IWMI will not normally deny any applicant appointment solely because of a family relationship with a current staff member. The appointment of close relatives (e.g. husband, wife, partner, father, mother, son, daughter, brother or sister) to a regular position shall be subject to:
- a) the normal rules and procedures of employment;
 - b) standard selection procedures;

- c) the requirement that staff members shall not supervise or be supervised by a related staff member; and
- d) if the role is seen to be particularly sensitive then IWMI will decline to appoint. Please also refer section 4.3 on 'Spouse/Partner Employment'.

6.3 Selection

6.3.1 *International Staff Positions*

- a) Vacant international staff positions shall be advertised on a worldwide basis and selection made from among both internal and external candidates.
- b) The HR Director in consultation with the relevant supervisor will set the terms of reference and appoint the chair and members of an *ad hoc* search committee for each vacant position. The search committee will normally include the supervisor of the position being recruited and a representative from the Human Resources Office.

6.3.2 *National Staff Positions*

- a) Vacant national staff positions shall be advertised within the country and selection made from among both internal and external candidates.
- b) The HR Director in consultation with the relevant supervisor will set the terms of reference and appoint the chair and members of an *ad hoc* search committee for each vacant position. The search committee will normally include the supervisor of the position being recruited and the Head Office and/or the Office Manager.

6.3.3 *Capacity Building Opportunities*

6.3.3.1 *PhD and Masters Degree Support*

- a) IWMI is committed to supporting PhD and Masters studies as part of its capacity building objectives for staff members and external candidates. Applicants from developing countries are particularly welcome.
- b) IWMI will consider requests for Masters and PhD research support from staff who satisfy the academic requirements to be admissible to PhD programs and want to carry out research as part of IWMI's overall research agenda.
- c) See Guidelines for Masters and PhD Program Support on the Intranet for details.

6.3.3.2 *Internships*

- a) To complement IWMI's capacity building objectives, external students/ graduates may be given the opportunity to enhance their skills by undertaking short term assignments for IWMI.
- b) Interns are generally engaged as volunteers and will not normally receive payment.
- c) For details, staff should refer the [Internship Policy & Guidelines for Engagement](#) available on the intranet.

6.4 **Appointment**

- 6.4.1 The Director General shall approve the appointment of all IWMI staff. The Director General may delegate this authority in some cases. Appointments at the level of Deputy Director General and above require prior endorsement by the Board.

6.5 **Appointment Offer and Acceptance**

- 6.5.1 Offers of appointment, indicating the base salary for the position, will be made in writing and signed by the Director General. A copy of this manual, the relevant Personnel Policy Supplement and the Code of Conduct will be included with such letters, and shall be considered an integral part of the employment contract.
- 6.5.2 Offers of base salary are normally made at the entry point of the appropriate grade. However, in exceptional circumstances IWMI may consider offering a higher base salary.
- 6.5.3 An appointment becomes effective only after the offer is accepted in writing by the appointee. Until IWMI receives the signed acceptance letter, it may rescind the offer by written notification from the Director General.
- 6.5.4 A former staff member, if re-employed, will be given a new appointment without regard to any prior period of service in calculating benefits.

6.6 **Duration of Appointment**

- 6.6.1 IWMI is dependent for its funding on donors' contributions. Consequently IWMI cannot guarantee permanent employment to any staff. Within this constraint, IWMI shall make every effort to maintain employment stability and to provide continuity of employment for staff members with consistently good performance ratings.
- 6.6.2 Appointment to regular staff positions will normally be for a fixed-term, maximum period of three years. The letter of appointment will specify this. Extension of appointment, generally also for three years, will be subject to the continuing need by IWMI and effective performance.

6.6.3 Extension of appointment for international staff members beyond a total period of ten years will be subject to an in-depth review by Management which would take into account IWMI's long-term staffing profile needs and the staff member's performance.

6.6.4 Post-doctoral Fellows will be appointed for a fixed-term period of two years. In exceptional circumstances an extension of one additional year may be considered on the recommendation of the Deputy Director General (Research). Thereafter, Post-doctoral Fellows may only remain at IWMI if they are selected for an international position through the standard selection procedures.

6.7 Pre-employment Medical Certification and Examinations

6.7.1 All regular staff appointments are conditional on the appointee providing medical certification as to his/her physical capacity to carry out the duties of the respective position, and IWMI's acceptance of such certification. IWMI will reimburse the costs of medical examinations required for such certification.

6.8 Probation

6.8.1 All IWMI appointments shall be subject to a probation period of a minimum of six months or a period indicated in the letter of appointment.

6.8.2 During the probation period, a staff member will be entitled to receive full benefits normally accruing to the position except use of leave.

6.8.3 The purpose of the probation period is to give all newly appointed staff members adequate time and working conditions to demonstrate their suitability. This is judged by their ability to:

- meet the requirements of the position to which they have been appointed,
- perform according to IWMI's standards, and
- demonstrate behaviour consistent with their obligations as an IWMI staff member.

6.8.4 During the probation period, the appointee will receive regular performance appraisals and feedback.

6.8.5 Staff members will be confirmed in their appointment upon satisfactory completion of the probation period.

6.8.6 The probation period may be extended if the staff member's performance during the initial period is not fully satisfactory. If the Director General is not satisfied with the performance of the staff member by the end of the probation period, the appointment may be terminated by one month's notice in writing.

6.9 Induction/orientation

- 6.9.1 All newly appointed IWMI staff members will be offered an induction/orientation program coordinated by the human resources office.
- 6.9.2 The Supervisor will take responsibility to ensure the newcomer is provided with adequate assistance to settle in and understand IWMI culture and procedures.

6.10 Transfers

- 6.10.1 The Director General may temporarily transfer the services of staff members to another international agency, government department, intergovernmental agency or a national institute. This will only occur where the staff member is not disadvantaged in terms of rights or entitlements granted by his/her letter of appointments or contract, unless he/she agrees to accept such disadvantage.
- 6.10.2 Transfers are defined by an agreement between IWMI and the receiving organization, and may occur either as a “loan” or as a “secondment”, as follows:
- a) where a staff member is lent to another organization, the staff member is subject to the administrative supervision of the receiving organization but will continue to receive the salary and benefits provided by IWMI, or
 - b) where a staff member is seconded to another organization, the staff member will receive payment from, and be subject to, the human resources policies and procedures of the receiving organization, but will retain the right of return to service at IWMI.

6.11 Contract Renewal / Extension

- 6.11.1 All appointments will terminate on the date indicated in the appointment letter and no formal notice of such termination is required to be given by IWMI.
- 6.11.2 IWMI will however endeavor to commence discussions on any possible extension or renewal of appointment six months prior to the stated contract end date, to ensure ample opportunity for staff planning and consultation. These discussions will not change the termination date unless a written offer of extension or renewal is made by IWMI, and accepted by the staff member prior to the stated termination date.
- 6.11.3 If the Director General decides it is in the best interest of IWMI, an appointment can be terminated with six months’ notice.

7. SEPARATION / EXIT FROM IWMI

7.1 General

7.1.1 Staff may cease their employment with IWMI in any of the following ways:

- a) resignation
- b) retirement (due to age)
- c) completion of fixed-term appointment
- d) redundancy (of position)
- e) serious physical or medical disability
- f) termination for unsatisfactory performance or conduct
- g) death.

7.1.2 IWMI will provide for unused annual leave and other statutory payments such as gratuity, provident fund, etc., as appropriate. Details of separation benefits to staff ceasing their employment are set out in the relevant Personnel Policy Supplements.

7.1.3 IWMI will provide the departing staff member with a statement of financial obligations prior to the staff member's departure.

7.1.4 IWMI will provide final payments on separation only after the separating staff member (or his/her assigned nominee) returns or transfers any IWMI property, and settles any financial obligations (e.g. cash advances, expense accounts, etc.)

7.1.5 A pro-rated deduction from separation payments will be made if separation occurs within one year of completion of an approved major training program or activity, except for termination of appointment because of redundancy, disability or death.

7.1.6 All staff leaving IWMI will be asked to undertake an exit interview and such feedback will be reported to the Management Team and to the Board if appropriate.

7.2 Resignation

7.2.1 IWMI requires that:

- international staff give at least three months' notice of their intention to leave IWMI's employment, and
- national staff members give at least one month notice.

7.2.2 A staff member resigning without giving the required period of notice will only be entitled to base salary to the last day worked and related pension if applicable. No other normal resignation benefits will be provided.

7.2.3 International staff shall not be entitled to the repatriation and shipping allowances if separation occurs within eighteen months of appointment, as a result of resignation.

7.3 Retirement

- 7.3.1 Normal Retirement for International staff is at age 65. Retirement is effective on the last day of the month in which age 65 is reached. Decisions to hire or continue appointments annually thereafter must be approved by the Board of Governors.
- 7.3.2 National staff retirement age may differ due to local law and practice and will be indicated in the relevant Personnel Policy Supplement.

7.4 Redundancy

- 7.4.1 A position may be declared redundant for reasons relating to IWMI's institutional objectives, such as:
- re-organization to improve operational and functional efficiency;
 - changes in the research agenda; and
 - reduction in donor funding.
- 7.4.2 The Director General, with the HR Director, will establish an appropriate review process to determine how any such changes will affect individual positions.
- 7.4.3 A position will not be declared redundant because of an action or non-action on the part of the staff member.
- 7.4.4 Staff members who are declared redundant will receive six months notice of redundancy in writing. Unless reassigned within the six-month period, the staff member's employment will be terminated as per the redundancy notice.
- 7.4.5 During the six-month notice period, every effort will be made to retrain and reassign the affected staff member to another suitable position. Redundant staff will be considered against any existing or known prospective vacancies, where the duties are commensurate with the staff member's qualifications, or for which the staff member can be retrained in a reasonable period of time.
- 7.4.6 Retraining shall not exceed the cost of the staff member's three month salary; it may include on-the-job training where the supervisor agrees to accept the assignment of the staff member.
- 7.4.7 However, if reassignment or retraining is not possible, the concerned staff member will be notified accordingly within three months of the notice of redundancy. Redundancy compensation where applicable are described in the relevant Personnel Policy Supplements.

7.5 Disability

- 7.5.1 During the course of an appointment, a staff member may suffer a serious physical or medical disability which precludes him/her from carrying out his/her assigned duties and responsibilities. In these circumstances the Director General, on

professional medical advice, will place the staff member on medical leave. (See section 5.6 on Sick Leave).

- 7.5.2 Provisions for staff who become disabled are explained in the section on ‘long-term disability insurance’ in the relevant Personnel Policy Supplement.

7.6 Termination for Unsatisfactory Performance or Conduct

Unsatisfactory Performance

- 7.6.1 Where a staff member’s performance, following the usual performance management process (see 9.2), is judged to be unsatisfactory the Director General will notify the staff member in writing that his/her appointment will be terminated, unless significant improvement can be achieved within a final six-month period. A second review will be held towards the end of that period, and the staff member will be advised whether his/her appointment will be continued or will be terminated.

Unsatisfactory Conduct

- 7.6.2 A staff member’s employment may be terminated without notice for:
- serious misconduct,
 - abandonment of post, or
 - involvement in situations detrimental to IWMI's status in the international, national and professional community in which IWMI works.
- 7.6.3 In such situations the Director General may consult with the Chair of the Board of Governors.

Termination conditions

- 7.6.4 In all cases of involuntary termination, the Director General will determine the termination conditions and entitlements on an individual basis.

7.7 Death

- 7.7.1 If a staff member should die during his/her appointment, his/her designated beneficiaries will receive all the entitlements normally specified for separation due to resignation.
- 7.7.2 The deceased staff member’s family may continue to live in IWMI-provided accommodation/or receive housing allowance and continue to use other facilities that have been provided. This provision is available for up to six months, or until the family’s repatriation is arranged to their home country/home town. IWMI will pay all expenses associated with the repatriation of the family to:
- the deceased staff member’s home town, in the case of national staff, or
 - the deceased staff member’s recognized home base, in the case of international staff.

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- 7.7.3 IWMI will arrange the repatriation of the remains of the deceased staff member to the assignment location, or to the home town or recognized home base, if requested by the dependants.

8. SALARY AND BENEFITS

8.1 General

- 8.1.1 IWMI administers a system of job evaluation through which all positions are evaluated and graded. This grading reflects the authority and responsibility inherent in the assigned tasks, the knowledge and skills needed to perform them successfully, and the qualifications normally required.
- 8.1.2 Grades within the system are competitive with the market from which potential candidates for positions in that grade will be sought. Staff will be compensated with a salary within the range of the grade and position to which they are appointed. Salary increments are granted annually following, and dependent upon, the annual performance appraisal.
- 8.1.3 Current salary scales are available on the Intranet and IWMI website.
- 8.1.4 Any allowance, benefit or related payment which IWMI provides is payable only where there is no duplication of benefits provided by any source external to IWMI.
- 8.1.5 Staff must make a declaration of prevailing benefits through any external source at the time of joining IWMI and keep IWMI informed of any changes.
- 8.1.6 It is the individual staff's responsibility to inform IWMI of such duplication as they occur for themselves and/or family members. (Please also see section 4.3.3 and 4.3.4).

8.2 Salary Policy

- 8.2.1 IWMI aims to establish salaries that are comparable with those paid by other leading international research organizations for equivalent positions and caliber of staff, and with particular attention to the CGIAR centers. IWMI strives to maintain this position within the limits placed on it by the availability of funds.
- 8.2.2 When comparing salaries IWMI takes into account the total remuneration/benefits packages offered by comparable international institutes.
- 8.2.3 All salaries are paid monthly in arrears on or before the last business day of the month in the form described in the respective Personnel Policy Supplements.

International staff

- 8.2.4 International staff are compensated according to the international labor markets. They are entitled to certain additional allowances as stipulated in this manual and in the relevant Personnel Policy Supplement.

8.2.5 The level of salaries, allowances and other benefits is influenced by the diversity of IWMI posts, the differences within its various host government agreements, the availability of social amenities, financial arrangements regarding currency convertibility, taxation, and exchange rates.

8.2.6 The salary, insurance and retirement contribution, where applicable, for international staff are quoted and paid in US dollars regardless of country of posting.

National staff

8.2.7 National staff are compensated according to the respective national labor market and are subject to the provisions of the relevant Personnel Policy Supplement.

8.2.8 The salary and benefits of national staff are reviewed periodically at each duty station, following surveys of local salaries and national employment statistics. Based on these reviews, IWMI may revise its compensation program and adjust national staff salaries accordingly.

8.2.9 The salary and all allowances provided for national staff are normally quoted and paid in the currency of the country in which the staff member is posted.

8.3 Cash Advances

8.3.1 IWMI provides cash advances:

- for official travel for all staff, and
- for education and housing for international staff members.

The Director General or HR Director may authorize limited cash advances in other situations.

8.4 Home Country Taxes

8.4.1 International staff who are expatriates are individually responsible for compliance with the income tax laws of their home countries as they apply to all IWMI-derived income. IWMI will provide reports to taxing authorities requirements.

8.5 Host Country Taxes

8.5.1 IWMI's agreement with various host governments may exempt certain categories of staff from payment of taxes on compensation paid by IWMI. Where the staff members are nationals or residents of the host country, they may be required by their government to pay normal taxes of the country unless they are specifically exempted. IWMI will take no responsibility for any such taxes.

8.5.2 At some locations IWMI, as the employer, may be required by law to deduct tax at source and pay directly to the taxing authority. However, this does not transfer any responsibility to IWMI for the accuracy or completeness of the taxes so deducted,

nor for any part of the obligations of staff members to report and pay their income tax in full.

8.5.3 Specific rules with respect to host country taxes applicable to staff members at each of IWMI's offices are explained in the relevant Personnel Policy Supplement.

8.6 Other Deductions

8.6.1 IWMI shall make any other statutory deductions for staff welfare, cooperative savings, and similar funds that:

- may be required by the laws of the host country, or
- may have been agreed with the host country.

8.6.2 IWMI may also make deductions to recover debts owed to IWMI by staff members. Specific rules applicable at each IWMI office are explained in the respective Personnel Policy Supplement.

8.7 Employee Insurance/Medical Coverage

8.7.1 IWMI aims to ensure equality of benefits for employee insurance/medical coverage for all staff.

8.7.2 The benefits are:

- (a) Medical Insurance: IWMI will provide medical insurance or medical care for the staff member, the spouse/partner and authorized dependant children
- (b) Life and Accidental Death/Dismemberment Insurance: IWMI will provide a life insurance and accidental death cover benefit for each staff member.

8.7.3 The details of the insurance coverage are described in the appropriate Personnel Policy Supplements. In all cases, IWMI will cover 100% of the premiums.

9. CAREER MANAGEMENT AND PROGRESSION

9.1 General

9.1.1 IWMI aims to create an organizational environment which will encourage staff and foster their professional development. Therefore IWMI:

- encourages open communication and team effort,
- supports the development of professional expertise, and
- recognizes and rewards individual and team achievement.

9.1.2 These efforts are underpinned by an integrated set of systems for Performance Management, Rewards and Incentives, Staff Development, and Succession Management.

9.1.3 IWMI seeks to provide its staff with opportunities for professional growth and advancement, consistent with the requirements, and hires the best qualified individual for each position.

9.1.4 A staff member's career may progress in several ways. Career progression may arise from appointment to a vacant position within a higher category subject to competitive recruitment procedures (see section 6.3 'Recruitment Principles'). All newly created or newly vacant positions will be announced internally. Staff are encouraged to apply for any announced opening for which they believe they are appropriately qualified, especially if the open position represents an opportunity for career advancement.

9.1.5 Alternatively, career development may result from re-grading the staff member's current position, provided, that there has been a substantial change in job responsibility (see section 9.3 on Rewards).

9.2 Performance Management

9.2.1 IWMI's Performance Management Process exists for the following purposes, to ensure:

- a) staff, individually and collectively are focused on IWMI's goals;
- b) individual workplans are agreed that are consistent with IWMI's goals;
- c) individual performance is assessed in a fair and objective way; and
- d) staff are successful in their careers both in IWMI and in the long term.

9.2.2 All staff are subject to the Performance Management Process and each staff member is expected to play a proactive role.

9.2.3 IWMI's Performance Management Process requires supervisors to ensure that IWMI's strategic and operational objectives are linked to the staff member's annual performance planning.

- 9.2.4 Supervisors must periodically review each staff member's progress throughout the year and conduct a structured review of the staff member's performance and achievement at the end of the year.
- 9.2.5 The annual performance management process must be linked to the Staff Development process by the respective supervisors ensuring that each staff member has a personal development plan containing training and development needs.
- 9.2.6 At the conclusion of the annual performance review, the final assessment is linked to the IWMI Reward system.
- 9.2.7 Staff who take up post later than 1 July will not receive merit increases for that year though they will receive cost of living adjustment, if applicable.
- 9.2.8 Staff whose performance is assessed 'unsatisfactory' will be subject to close supervision and will be placed under a performance improvement plan.
- 9.2.9 Contracts of staff whose performance is assessed unsatisfactory for two successive years will be considered for termination (see section 7.6.1).
- 9.2.10 The procedure for end of year performance review is updated annually and the details circulated to staff at the time of launch in November of each year.

9.3 Staff Rewards & Incentives

Staff Rewards

- 9.3.1 Salary increases and promotion are based primarily on an individual maintaining a high level of on-the-job performance and contribution to IWMI's objectives. Staff are eligible for annual salary increments within the salary range, provided performance is rated superior or above.
- 9.3.2 A promotion can be recommended when all the following conditions are met.
- A vacancy exists at a higher level to which an existing staff is being considered.
 - The duties of a specific position have or are about to change such that the responsibilities have been extended or increased and a re-evaluation is required.
 - If this re-evaluation shows that the position could be classified at a higher grade/level, the incumbent can be considered for promotion; and/or a salary review.
- 9.3.3 Reclassification can be recommended when:
- the evaluation of a position description compared to the actual work performed by the incumbent shows a significant disparity; and
 - if the work actually performed and/or the responsibility level carried by the incumbent is above that described in his/her current position description.

- 9.3.4 The salary of a staff member promoted or reclassified to a higher level will be subject to an appropriate increase, to not less than the minimum of the new grade.
- 9.3.5 A salary adjustment can be recommended when:
- The salary does not adequately reflect the responsibilities of the position.
 - There is an anomaly compared to staff in similar roles
- 9.3.6 IWMI's bonus scheme recognizes and rewards personal excellence and outstanding achievement, through provision of a one-time cash award. A bonus can be recommended to:
- Recognize outstanding achievement or contribution
 - reward consistently outstanding/excellent level of performance
- 9.3.7 The policy and process for promotion, reclassification, salary adjustment and bonus are described in detail in the '[Position Review Committee – Guidelines](#)' available on the intranet.

Staff Incentives

- 9.3.8 IWMI promotes a climate of goodwill amongst staff and encourages staff-led initiatives and provides support where possible. It particularly encourages activities that celebrate the diversity of staff.
- 9.3.9 **Welfare & Recreation:** IWMI encourages formal staff welfare and recreation societies focused on the wellbeing of staff and committed to fostering fellowship among staff. This may include organizing social, sporting and other activities that create a positive work environment, provide opportunities for staff to support charitable work, etc.
- 9.3.10 IWMI will support such formal staff societies at headquarters and regional offices by way of supplementary funds and other support.
- 9.3.11 **Long and Loyal Service:** IWMI will recognize and reward long and loyal service of its staff members through the presentation of service awards, as appropriate.

9.4 Staff Development

Skills Enhancement

- 9.4.1 IWMI's long-term effectiveness is largely dependent upon the professional excellence of its staff. Staff are encouraged to systematically maintain and renew their knowledge and skills through suitable training/development programs to both maintain and develop the skills required in their current position and/or the position to which they might next be assigned.
- 9.4.2 Requests may be made by staff, as part of the Performance Review and Development Planning process, supported by their supervisors, to attend:

- work-related, short-term training courses, and
- relevant conferences and workshops.

9.4.3 The HR Director's approval will take into account funding availability, the needs and priorities of IWMI, and the staff member's past performance.

9.4.4 Staff members who fail to complete an approved program or activity, or who separate from IWMI before completing one full year of service following completion of a major program (except due to redundancy, disability, or death), may be billed for the full or proportionate costs of the program/activity paid by IWMI.

9.4.5 Staff must refer the [Staff Training Policy](#) (available on the intranet) for details.

Language Training

9.4.6 IWMI encourages:

- international staff members to learn the language of the country to which they are posted, and
- national staff to improve their facility in English.

9.4.7 Therefore IWMI, where funds permit, may authorize the use of some work time for staff members to engage in language teaching exchanges, or may reimburse fees for formal language courses taken outside of work hours. The support of the staff member's supervisor is required in all such cases.

Professional Associations

9.4.8 IWMI recognizes that it is important for professional staff members to keep abreast of the developments in their discipline and encourages staff members to be up to date through reading and active participation in professional meetings.

9.4.9 IWMI will assist staff members with annual membership fees for professional associations that have direct relevance to the staff members' profession or to their responsibilities at IWMI. The assistance is limited to a maximum amount per calendar year and is specified in the Personnel Policy Supplements.

9.4.10 Staff members who participate in scientific congresses, technical meetings, workshops or symposia do so as representatives of IWMI. They must, therefore, seek official authorization. IWMI will consider the institutional benefits of such participation as well as the budgetary and time constraints before granting approval. Articles and conference papers for publication must be approved through the IWMI's internal review procedures. Staff should refer to the [IWMI Publication Policy](#) (available on the intranet) for details.

9.5 Succession Management

- 9.5.1 The main purpose of succession management is to ensure that IWMI has a planned approach and policy/process to identify and develop staff with potential to fill future key positions.
- 9.5.2 The objectives of succession management are:
- a) to identify future potential leaders for key positions;
 - b) to ensure a steady supply of talent for key positions by planning/managing the process of recruitment, career moves and training and development activities for the successors of current senior staff; and
 - c) to provide appropriate gateways and development for promotion processes, to ensure that there is a suitable supply/demand matching.
- 9.5.3 Further details on succession management can be found in the [Succession Management Policy](#) available on the intranet.

10. DUTY TRAVEL

- 10.1 All duty travel must be authorized in advance by the supervisor and included in the centralized travel database on the Intranet.
- 10.2 Staff may request a travel advance sufficient to cover anticipated expenses during the travel authorized. Staff members are urged to use traveler's checks rather than carry large sums of cash. A previous travel advance must be cleared before a new one can be honored.
- 10.3 Comprehensive details on duty travel may be found in the relevant Personnel Policy Supplements for local travel and in the [International Duty Travel Policy](#) (see intranet) for international travel.

Appendix 1

WORKING HOURS AT IWMI OFFICES

Location	Working Hours	
Burkina Faso		<i>To be finalised</i>
Ethiopia	8.15am - 5.00pm	
India – Hyderabad	8.00am - 4.45pm	
Ghana	8.00am – 5.00 pm	
India – Delhi	9.00am- 5.30pm	
India – Anand, Gujarat	9.00am - 5.30pm	
Laos	8.00am - 5.00pm	with one hour lunch break
Pakistan	8.00am - 5.00pm	Mon-Thurs with a lunch break of one hour
	8.00am - 5.30pm	Fridays with lunch/prayer break of 1½ hours
South Africa	8.00am - 5.00pm	
Sri Lanka	8.00am - 4.30pm	with ½ hour lunch break
Nepal	9.00am - 5.00pm	
Uzbekistan	9.00am – 6.00pm	with 1 hour lunch break
Vietnam	7.30am – 11.30 1.00pm – 5.00pm	

