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C(2009)11

Organisation de Coopération et de Développement Économiques
Organisation for Economic Co-operation and Development

28-Jan-2009

English - Or. English

COUNCIL

Council

**PERFORMANCE MANAGEMENT: AMENDMENTS TO THE STAFF REGULATIONS AND RULES
FOR THE IMPLEMENTATION OF THE NEW PERFORMANCE EVALUATION SYSTEM.**

(Note by the Secretary-General)

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Background

1. One of the four pillars of the integrated programme of reform of the Organisation's human resources, as described in document C(2007)7, is performance management. The aim of the reforms in this area is to continue to raise the priority given to performance within the Organisation through a series of inter-related measures addressing leadership, management, performance and staff motivation.
2. Performance management involves managing officials more effectively and efficiently by increasing responsibility and by achieving results at a level of excellence that meets the expectations of OECD Member countries. It is a vital component of the planning, budgeting and results-oriented management system currently being introduced in the Organisation.
3. A closer link has been forged between the setting of performance objectives and the Programme of Work and Budget (PWB). Communication with officials has been improved with regard to what the Organisation expects of them and their contribution to PWB outcomes, thereby allowing their personal targets (and evaluation of their performance) and the Organisation's objectives to be harmonised. Communication is one of the keys to the efficient management of a diverse group of officials with different approaches and skills, to ensure that they can exchange views and make their voices heard. These measures reflect the shift towards a more flexible and responsible form of management, one of the distinguishing characteristics of public management reform in many Member countries.
4. The performance of all officials must be evaluated and rated. The award or withholding of steps will be directly linked to the performance evaluation and a minimum rating of "fully satisfactory", which underlines why it is essential that all managers carry out this exercise. There are five levels of performance rating:
 - Outstanding
 - Excellent
 - Fully satisfactory
 - Partly satisfactory
 - Unsatisfactory
5. These levels and their consequences for advancement are described in Appendix I to this document.
6. The reforms, on which work began in 2007 and continued in 2008, are primarily aimed at revising performance management system procedures by learning from the system already in place. These efforts have focused on recasting and introducing new processes, policies and guidelines for performance management. An electronic form has been created to facilitate application of the performance evaluation system, ensure its consistency throughout the Organisation and improve the communication of information regarding rates at which initial objectives are met.
7. In order to ensure that the new performance management system is properly incorporated into the Staff Regulations and Rules applicable to officials of the Organisation, a number of amendments must be approved by Council.

Proposed amendments to the Staff Regulations and Rules

8. The aim of this modernisation of the performance management system is to formalise a closer link between performance evaluation and its consequences for advancement (namely the award of a step increase). This move is designed to integrate individual performances more closely into the PWB through a process consisting in setting results-related performance objectives. Since performance is evaluated annually, its consequences in terms of advancement must also be matched to this yearly cycle, keeping the budget neutral. The aim of the proposed amendments is therefore, firstly, to introduce yearly step increases throughout all salary scales, which will require adjustment of the number of steps, and secondly, in order to respect the budgetary neutrality of such a measure, an adjustment in the value of steps. The number and value of steps are set out in the Tables in Staff Rule 15/1 applicable to France and in Annex XXIII of the Staff Regulations applicable to officials serving outside the headquarters of the Organisation.

More specifically, the proposed amendments relate to the following points:

- Staff Rules 10/4 and 10/4.1: the aim is to ensure the link between the outcome of the official's performance evaluation and advancement (through award of a step increase). Consequently, any notion of automatic advancement based on the number of years of service is abandoned;
- Staff Rule 15/1 and Article 2 a) of Annex XXIII of the Staff Regulations: the aim is to adjust, keeping the budgetary neutrality, the structure of salary scales to permit the award of a step every year, provided that the official's performance has been judged to have been at least "*fully satisfactory*". Transitional measures will be introduced in the first quarter of 2009. The general principles underpinning these measures are set out in Appendix III to this document;
- Staff Regulation 22: the aim is to create a specific appeals system through which all officials can appeal against decisions regarding their performance evaluation, their advancement or job classification, through the convening of a Re-evaluation Commission. This Re-evaluation Commission, to which submission of an application is a mandatory pre-condition for submission of an application to the Administrative Tribunal, will replace the now obsolete Classification Panel;
- Articles 4 b) and 6 d) of Annex III of the Staff Regulations: this is a straightforward revision of the wording to take account of the creation of the Re-evaluation Commission provided for in Staff Regulation 22, as described above.

The proposed amendments to the Staff Regulations and Rules are highlighted in bold in Appendix II to this document.

Consultation of the Staff Association

9. In accordance with the procedure set out in Instruction 123/2, the Staff Association has been consulted about these proposed amendments and has made no objection to them.

Proposed action

10. In the light of the preceding, the Secretary-General invites the Council to adopt the following draft conclusions:

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THE COUNCIL

- a) noted document C(2009)11;
- b) approved the amendments to the Staff Regulations and Rules applicable to officials of the Organisation, as set out in Appendix II to document C(2009)11.

APPENDIX I

Performance rating: definitions

Rating	Definition	Consequences
Outstanding	The official has met all the agreed objectives and has significantly exceeded those with greatest priority, his contribution having had a major impact on a process or outcome.	The official is awarded a step increase in salary. In addition, he qualifies for award of an exceptional step(s) and is eligible to pursue special development activities.
Excellent	The official has met all or most of the objectives agreed and has taken reasonable steps to meet the remaining objectives, his contribution in some cases having exceeded that expected.	The official is awarded a step increase in salary and is eligible to pursue special development activities.
Fully satisfactory	The official has met all or most of the agreed objectives and has taken reasonable steps to meet the remaining objectives.	The official is awarded a step increase in salary.
Partly satisfactory	The official has some of the agreed objectives but has not taken all reasonable steps to meet the remaining objectives.	The award of a step increase in salary is deferred by 6 months (after which the official's performance must be judged to be "fully satisfactory" at the next mid-term review).
Unsatisfactory	The official has failed to meet most of the agreed objectives.	No step increase in salary is awarded and measures to improve performance are agreed with the official and put in place.

APPENDIX II

Current Rule 10/4 canceled and replaced:

The periodic advancement of officials shall be given consideration once every twelve months as part of the performance evaluation process.

Current Rule 10/4.1 canceled

Staff Regulation 22:

Current paragraph a) amended :

a) The Secretary-General shall establish an Advisory Board comprising a Chairman from outside the Organisation, and six other members, three of whom shall be nominated by the Staff Association. **Unless, under a specific provision, another body is responsible for giving its opinion in a particular field,** this Board shall advise the Secretary-General, at the request of the official concerned, on any individual dispute arising from a decision of the Secretary-General and which an official, former official or the duly qualified claimants to their rights consider inequitable to themselves or contrary to the terms of the appointment or to the provisions of these Regulations or of applicable Rules.

Current paragraph b) canceled and replaced:

b) The Secretary-General shall establish a Re-evaluation Commission comprising a Chairman and two members nominated by him. This Commission shall advise the Secretary-General, at the request of an official, on any individual dispute arising from a decision of the Secretary-General relating to the official's performance evaluation, periodic advancement or post classification and which the official considers contrary to the terms of the appointment or to the provisions of these Regulations or of applicable Rules. Prior referral to this Commission is a precondition for filing an application with the Administrative Tribunal mentioned in paragraph c) of this Regulation.

Annex III of the Staff Regulations:

Article 4

Filing of Applications

a) Applications shall be filed with the Registry of the Tribunal within three months from the date of notification of the rejection by the Secretary-General of the prior request or from the date of the implied refusal of such request. However, in exceptional cases, the Administrative Tribunal may admit applications filed after such time limit has expired.

b) If the applicant has referred the dispute to the Advisory Board or **the Re-evaluation Commission**, the application shall not be submitted to the Tribunal until the applicant has received notification of the decision of the Secretary-General taken after the opinion of the Advisory Board or **the Commission**. In such cases, the time limit laid down in paragraph a) above, shall run as from the date of notification of this decision.

Article 6

Pre-hearing Procedure

a) The Rules of Procedure shall specify how and when the written comments of the parties, together with any supporting documentary evidence, shall be submitted.

b) The Tribunal may order any measure of investigation and may require the production of any document which it deems useful for the consideration of applications before it. Documents so produced shall also be communicated to the Secretary-General and the applicant.

c) Between sessions, the Chairman or other judge designated by the Chairman for that purpose shall make interim decisions on all measures requested of him.

d) Where the Chairman of the Tribunal holds that an application is clearly inadmissible or devoid of merit, he may instruct the Registrar to take no further action on it until the next session of the Tribunal. Such ruling shall suspend all procedural time limits. After considering the application and, where appropriate, the opinion of the Advisory Board or **the Re-evaluation Commission**, the Tribunal may either summarily dismiss the application, by unanimous decision, as being clearly inadmissible or devoid of merit, stating the grounds therefore, or it may decide to proceed with the case in the normal way.

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Staff Rule 15/1:

Every official shall receive the salary according his grade and step as shown in the following table.

FRANCE (OECD) - FRANCE (OCDE)

1 January/Janvier 2009

Currency/Monnaie : EUR

NEW Monthly Basic Salary SCALE - NOUVEAU BAREME de Traitement Mensuel de Base

ANNUAL STEPS - ECHELONS ANNUELS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	10 958.16	11 325.23	11 692.30	12 059.37	12 426.33	12 793.29	13 160.25											
A 6	10 011.02	10 287.83	10 564.64	10 841.45	11 118.45	11 395.45	11 533.95	11 810.95	11 949.45	12 226.45	12 503.45							
A 5	8 470.55	8 707.99	8 945.43	9 182.87	9 420.31	9 657.75	9 894.89	10 132.03	10 250.60	10 487.74	10 606.31	10 843.45	10 962.02	11 199.16	11 436.30			
A 4	7 314.54	7 504.81	7 695.08	7 885.35	8 075.62	8 265.89	8 456.34	8 646.79	8 742.02	8 932.47	9 027.70	9 218.15	9 313.38	9 503.83	9 694.29			
A 3	6 294.18	6 471.69	6 649.20	6 826.71	7 004.22	7 181.73	7 359.30	7 536.87	7 625.65	7 803.22	7 892.00	8 069.57	8 158.35	8 335.92	8 513.48			
A 2	5 101.10	5 238.00	5 374.90	5 511.80	5 648.70	5 785.60	5 922.38	6 059.16	6 127.55	6 264.33	6 332.72	6 469.50	6 537.89	6 674.67	6 811.45			
A 1	3 992.06	4 112.12																
L 5	7 734.97	7 889.79	8 044.60	8 354.23	8 509.05	8 663.86	8 973.49	9 128.31	9 283.12	9 592.75	9 747.57	9 902.38	10 212.01	10 366.83	10 521.64			
L 4	6 800.63	6 936.65	7 072.66	7 344.69	7 480.71	7 616.72	7 888.75	8 024.77	8 160.78	8 432.81	8 568.83	8 704.84	8 976.87	9 112.89	9 248.90	9 520.93	9 656.95	9 792.96
L 3	6 450.21	6 579.13	6 708.05	6 965.89	7 094.81	7 223.73	7 481.57	7 610.49	7 739.41	7 997.25	8 126.17	8 255.09	8 512.93	8 641.85	8 770.77			
L 2	5 184.62	5 288.36	5 392.10	5 599.58	5 703.32	5 807.06	6 014.54	6 118.28	6 222.02	6 429.50	6 533.24	6 636.98	6 844.46	6 948.20	7 051.94			
L 1	4 223.49	4 307.90	4 392.31															
B 6	4 563.94	4 714.49	4 865.04	5 015.59	5 166.14	5 316.69	5 467.24	5 567.61	5 667.98	5 718.16	5 818.53	5 868.71	5 969.08	6 069.44				
B 5	3 927.00	4 056.82	4 186.64	4 316.46	4 446.28	4 576.10	4 705.92	4 792.47	4 879.02	4 922.29	5 008.84	5 052.11	5 138.66	5 225.20				
B 4	3 380.64	3 492.19	3 603.74	3 715.29	3 826.84	3 938.39	4 049.94	4 124.31	4 198.68	4 235.86	4 310.23	4 347.41	4 421.78	4 496.14				
B 3	2 961.43	3 059.14	3 156.85	3 254.56	3 352.27	3 449.98	3 547.69	3 612.83	3 677.97	3 710.54	3 775.68	3 808.25	3 873.39	3 938.53				
B 2	2 578.92	2 664.04	2 749.16	2 834.28	2 919.40	3 004.52	3 089.64	3 146.39	3 203.14	3 231.51	3 288.26	3 316.63	3 373.38	3 430.12				
B 1	2 263.62	2 338.46	2 413.30	2 488.14	2 562.98	2 637.82	2 712.66	2 762.55	2 812.44	2 837.39	2 887.28	2 912.23	2 962.12	3 012.02				
C 6	3 303.48	3 402.44	3 501.40	3 600.36	3 699.32	3 798.28	3 897.24	3 963.21	4 029.18	4 062.17	4 128.14	4 161.13	4 227.10	4 293.08				
C 5	2 980.23	3 069.60	3 158.97	3 248.34	3 337.71	3 427.08	3 516.45	3 576.03	3 635.61	3 665.40	3 724.98	3 754.77	3 814.35	3 873.93				
C 4	2 701.45	2 782.50	2 863.55	2 944.60	3 025.65	3 106.70	3 187.75	3 241.78	3 295.81	3 322.83	3 376.86	3 403.88	3 457.91	3 511.95				
C 3	2 451.60	2 525.19	2 598.78	2 672.37	2 745.96	2 819.55	2 893.14	2 942.20	2 991.26	3 015.79	3 064.85	3 089.38	3 138.44	3 187.50				
C 2	2 233.48	2 300.52	2 367.56	2 434.60	2 501.64	2 568.68	2 635.72	2 680.41	2 725.10	2 747.45	2 792.14	2 814.49	2 859.18	2 903.88				
C 1	2 021.20	2 082.02	2 142.84	2 203.66	2 264.48	2 325.30	2 386.12	2 426.67	2 467.22	2 487.49	2 528.04	2 548.31	2 588.86	2 629.40				

Annex XXIII of the Staff Regulations:

Article 2

Salary and allowances

a) The salary provided for under Staff Rule 15/1 and the allowances provided for under Staff Regulation 16 a) and d) shall be those shown in the tables annexed hereto. These salaries and allowances shall be laid down and payable in the currency of the duty country. The other provisions relating to salaries and allowances shall apply, *mutatis mutandis*, to officials serving outside the headquarters.

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GERMANY - ALLEMAGNE

NEW Monthly Basic Salary SCALE with ANNUAL STEPS - NOUVEAU BAREME de Traitement Mensuel de Base avec ECHELONS ANNUELS
1 JANUARY 2009 - 1er JANVIER 2009

EUROS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	10 063.87	10 401.30	10 738.73	11 076.16	11 413.55	11 750.94	12 088.32											
A 6	9 193.44	9 447.94	9 702.44	9 956.94	10 211.41	10 465.88	10 593.11	10 847.58	10 974.81	11 229.28	11 483.74							
A 5	7 779.11	7 997.07	8 215.03	8 432.99	8 650.95	8 868.91	9 086.84	9 304.77	9 413.74	9 631.67	9 740.64	9 958.57	10 067.54	10 285.47	10 503.41			
A 4	6 717.05	6 891.99	7 066.93	7 241.87	7 416.81	7 591.75	7 766.76	7 941.77	8 029.27	8 204.28	8 291.78	8 466.79	8 554.29	8 729.30	8 904.30			
A 3	5 780.87	5 943.98	6 107.09	6 270.20	6 433.31	6 596.42	6 759.49	6 922.56	7 004.10	7 167.17	7 248.71	7 411.78	7 493.32	7 656.39	7 819.47			
A 2	4 685.64	4 811.53	4 937.42	5 063.31	5 189.20	5 315.09	5 440.96	5 566.83	5 629.76	5 755.63	5 818.56	5 944.43	6 007.36	6 133.23	6 259.09			
A 1	3 667.65	3 778.15																
L 5	7 103.12	7 245.21	7 387.30	7 671.48	7 813.57	7 955.66	8 239.84	8 381.93	8 524.02	8 808.20	8 950.29	9 092.38	9 376.56	9 518.65	9 660.74			
L 4	6 245.25	6 370.15	6 495.05	6 744.85	6 869.75	6 994.65	7 244.45	7 369.35	7 494.25	7 744.05	7 868.95	7 993.85	8 243.65	8 368.55	8 493.45	8 743.25	8 868.15	8 993.05
L 3	5 923.25	6 041.73	6 160.20	6 397.15	6 515.63	6 634.10	6 871.05	6 989.53	7 108.00	7 344.95	7 463.43	7 581.90	7 818.85	7 937.33	8 055.80			
L 2	4 761.14	4 856.39	4 951.64	5 142.14	5 237.39	5 332.64	5 523.14	5 618.39	5 713.64	5 904.14	5 999.39	6 094.64	6 285.14	6 380.39	6 475.64			
L 1	3 879.26	3 956.86	4 034.46															
B 6	4 873.25	5 034.01	5 194.77	5 355.53	5 516.29	5 677.05	5 837.81	5 944.98	6 052.15	6 105.74	6 212.91	6 266.50	6 373.67	6 480.85				
B 5	4 225.24	4 364.72	4 504.20	4 643.68	4 783.16	4 922.64	5 062.12	5 155.11	5 248.10	5 294.59	5 387.58	5 434.07	5 527.06	5 620.04				
B 4	3 672.24	3 793.42	3 914.60	4 035.78	4 156.96	4 278.14	4 399.32	4 480.11	4 560.90	4 601.29	4 682.08	4 722.47	4 803.26	4 884.04				
B 3	3 210.69	3 316.71	3 422.73	3 528.75	3 634.77	3 740.79	3 846.81	3 917.49	3 988.17	4 023.51	4 094.19	4 129.53	4 200.21	4 270.89				
B 2	2 824.09	2 917.25	3 010.41	3 103.57	3 196.73	3 289.89	3 383.05	3 445.16	3 507.27	3 538.32	3 600.43	3 631.48	3 693.59	3 755.69				
B 1	2 508.96	2 591.78	2 674.60	2 757.42	2 840.24	2 923.06	3 005.88	3 061.09	3 116.30	3 143.91	3 199.12	3 226.73	3 281.94	3 337.16				
C 6	3 510.36	3 615.70	3 721.04	3 826.38	3 931.72	4 037.06	4 142.40	4 212.63	4 282.86	4 317.97	4 388.20	4 423.31	4 493.54	4 563.76				
C 5	3 128.91	3 222.81	3 316.71	3 410.61	3 504.51	3 598.41	3 692.31	3 754.91	3 817.51	3 848.81	3 911.41	3 942.71	4 005.31	4 067.91				
C 4	2 853.27	2 938.88	3 024.49	3 110.10	3 195.71	3 281.32	3 366.93	3 424.00	3 481.07	3 509.61	3 566.68	3 595.22	3 652.29	3 709.37				
C 3	2 597.60	2 675.56	2 753.52	2 831.48	2 909.44	2 987.40	3 065.36	3 117.33	3 169.30	3 195.29	3 247.26	3 273.25	3 325.22	3 377.20				
C 2	2 408.31	2 480.62	2 552.93	2 625.24	2 697.55	2 769.86	2 842.17	2 890.38	2 938.59	2 962.69	3 010.90	3 035.00	3 083.21	3 131.41				
C 1	2 249.87	2 317.34	2 384.81	2 452.28	2 519.75	2 587.22	2 654.69	2 699.67	2 744.65	2 767.14	2 812.12	2 834.61	2 879.59	2 924.57				

ITALY - ITALIE

NEW Monthly Basic Salary SCALE with ANNUAL STEPS - NOUVEAU BAREME de Traitement Mensuel de Base avec ECHELONS ANNUELS
1 JANUARY 2009 - 1er JANVIER 2009

EUROS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	10 363.14	10 710.31	11 057.48	11 404.65	11 751.68	12 098.71	12 445.75											
A 6	9 466.21	9 728.10	9 989.99	10 251.88	10 513.80	10 775.72	10 906.68	11 168.60	11 299.56	11 561.48	11 823.40							
A 5	8 010.27	8 234.46	8 458.65	8 682.84	8 907.03	9 131.22	9 355.42	9 579.62	9 691.72	9 915.92	10 028.02	10 252.22	10 364.32	10 588.52	10 812.72			
A 4	6 916.72	7 096.82	7 276.92	7 457.02	7 637.12	7 817.22	7 997.24	8 177.26	8 267.27	8 447.29	8 537.30	8 717.32	8 807.33	8 987.35	9 167.37			
A 3	5 952.08	6 119.73	6 287.38	6 455.03	6 622.68	6 790.33	6 957.94	7 125.55	7 209.36	7 376.97	7 460.78	7 628.39	7 712.20	7 879.81	8 047.43			
A 2	4 824.35	4 953.82	5 083.29	5 212.76	5 342.23	5 471.70	5 601.13	5 730.56	5 795.28	5 924.71	5 989.43	6 118.86	6 183.58	6 313.01	6 442.45			
A 1	3 775.29	3 888.96																
L 5	7 314.56	7 460.86	7 607.16	7 899.76	8 046.06	8 192.36	8 484.96	8 631.26	8 777.56	9 070.16	9 216.46	9 362.76	9 655.36	9 801.66	9 947.96			
L 4	6 431.82	6 560.46	6 689.10	6 946.38	7 075.02	7 203.66	7 460.94	7 589.58	7 718.22	7 975.50	8 104.14	8 232.78	8 490.06	8 618.70	8 747.34	9 004.62	9 133.26	9 261.90
L 3	6 099.75	6 221.72	6 343.68	6 587.61	6 709.58	6 831.54	7 075.47	7 197.44	7 319.40	7 563.33	7 685.30	7 807.26	8 051.19	8 173.16	8 295.12			
L 2	4 903.02	5 001.13	5 099.24	5 295.46	5 393.57	5 491.68	5 687.90	5 786.01	5 884.12	6 080.34	6 178.45	6 276.56	6 472.78	6 570.89	6 669.00			
L 1	3 994.52	4 074.41	4 154.30															
B 6	4 336.89	4 479.97	4 623.05	4 766.13	4 909.21	5 052.29	5 195.37	5 290.76	5 386.15	5 433.84	5 529.23	5 576.92	5 672.31	5 767.69				
B 5	3 752.05	3 875.91	3 999.77	4 123.63	4 247.49	4 371.35	4 495.21	4 577.78	4 660.35	4 701.64	4 784.21	4 825.50	4 908.07	4 990.65				
B 4	3 290.38	3 398.95	3 507.52	3 616.09	3 724.66	3 833.23	3 941.80	4 014.18	4 086.56	4 122.75	4 195.13	4 231.32	4 303.70	4 376.08				
B 3	2 936.39	3 033.22	3 130.05	3 226.88	3 323.71	3 420.54	3 517.37	3 581.92	3 646.47	3 678.75	3 743.30	3 775.58	3 840.13	3 904.69				
B 2	2 636.56	2 723.54	2 810.52	2 897.50	2 984.48	3 071.46	3 158.44	3 216.43	3 274.42	3 303.41	3 361.40	3 390.39	3 448.38	3 506.36				
B 1	2 403.79	2 483.09	2 562.39	2 641.69	2 720.99	2 800.29	2 879.59	2 932.46	2 985.33	3 011.76	3 064.63	3 091.06	3 143.93	3 196.79				
C 6	3 091.78	3 184.50	3 277.22	3 369.94	3 462.66	3 555.38	3 648.10	3 709.91	3 771.72	3 802.63	3 864.44	3 895.35	3 957.16	4 018.98				
C 5	2 844.18	2 929.49	3 014.80	3 100.11	3 185.42	3 270.73	3 356.04	3 412.91	3 469.78	3 498.22	3 555.09	3 583.53	3 640.40	3 697.28				
C 4	2 636.56	2 715.69	2 794.82	2 873.95	2 953.08	3 032.21	3 111.34	3 164.09	3 216.84	3 243.22	3 295.97	3 322.35	3 375.10	3 427.86				
C 3	2 447.00	2 520.37	2 593.74	2 667.11	2 740.48	2 813.85	2 887.22	2 936.13	2 985.04	3 009.50	3 058.41	3 082.87	3 131.78	3 180.70				
C 2	2 279.99	2 348.41	2 416.83	2 485.25	2 553.67	2 622.09	2 690.51	2 736.12	2 781.73	2 804.54	2 850.15	2 872.96	2 918.57	2 964.19				
C 1	2 116.22	2 179.66	2 243.10	2 306.54	2 369.98	2 433.42	2 496.86	2 539.15	2 581.44	2 602.59	2 644.88	2 666.03	2 708.32	2 750.62				

C(2009)11

JAPAN - JAPON

NEW Monthly Basic Salary SCALE with ANNUAL STEPS - NOUVEAU BAREME de Traitement Mensuel de Base avec ECHELONS ANNUELS
1 JANUARY 2009 - 1er JANVIER 2009

YENS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	2 251 487	2 326 864	2 402 241	2 477 618	2 552 992	2 628 366	2 703 740											
A 6	2 056 378	2 113 258	2 170 138	2 227 018	2 283 899	2 340 780	2 369 220	2 426 101	2 454 541	2 511 422	2 568 302							
A 5	1 740 607	1 789 301	1 837 995	1 886 689	1 935 383	1 984 077	2 032 774	2 081 471	2 105 820	2 154 517	2 178 866	2 227 563	2 251 912	2 300 609	2 349 307			
A 4	1 502 630	1 541 767	1 580 904	1 620 041	1 659 178	1 698 315	1 737 456	1 776 597	1 796 167	1 835 308	1 854 878	1 894 019	1 913 589	1 952 730	1 991 870			
A 3	1 293 614	1 330 063	1 366 512	1 402 961	1 439 410	1 475 859	1 512 301	1 548 743	1 566 964	1 603 406	1 621 627	1 658 069	1 676 290	1 712 732	1 749 174			
A 2	1 048 735	1 076 872	1 105 009	1 133 146	1 161 283	1 189 420	1 217 568	1 245 716	1 259 790	1 287 938	1 302 012	1 330 160	1 344 234	1 372 382	1 400 530			
A 1	819 749	844 415																
L 5	1 589 414	1 621 195	1 652 975	1 716 536	1 748 317	1 780 097	1 843 658	1 875 439	1 907 219	1 970 780	2 002 561	2 034 341	2 097 902	2 129 683	2 161 463			
L 4	1 397 651	1 425 606	1 453 560	1 509 469	1 537 424	1 565 378	1 621 287	1 649 242	1 677 196	1 733 105	1 761 060	1 789 014	1 844 923	1 872 878	1 900 832	1 956 741	1 984 696	2 012 650
L 3	1 324 774	1 351 269	1 377 764	1 430 754	1 457 249	1 483 744	1 536 734	1 563 229	1 589 724	1 642 714	1 669 209	1 695 704	1 748 694	1 775 189	1 801 684			
L 2	1 065 256	1 086 550	1 107 844	1 150 432	1 171 726	1 193 020	1 235 608	1 256 902	1 278 196	1 320 784	1 342 078	1 363 372	1 405 960	1 427 254	1 448 548			
L 1	867 324	884 676	902 027															
B 6	867 010	895 618	924 226	952 834	981 442	1 010 050	1 038 658	1 057 730	1 076 802	1 086 338	1 105 410	1 114 946	1 134 018	1 153 090				
B 5	758 477	783 498	808 519	833 540	858 561	883 582	908 603	925 284	941 965	950 305	966 986	975 326	992 007	1 008 687				
B 4	662 910	684 784	706 658	728 532	750 406	772 280	794 154	808 737	823 320	830 611	845 194	852 485	867 068	881 650				
B 3	579 680	598 815	617 950	637 085	656 220	675 355	694 490	707 247	720 004	726 382	739 139	745 517	758 274	771 030				
B 2	507 219	523 959	540 699	557 439	574 179	590 919	607 659	618 819	629 979	635 559	646 719	652 299	663 459	674 619				
B 1	444 170	458 818	473 466	488 114	502 762	517 410	532 058	541 823	551 588	556 471	566 236	571 119	580 884	590 650				
C 6	655 172	674 829	694 486	714 143	733 800	753 457	773 114	786 219	799 324	805 876	818 981	825 533	838 638	851 742				
C 5	577 693	595 019	612 345	629 671	646 997	664 323	681 649	693 200	704 751	710 526	722 077	727 852	739 403	750 953				
C 4	512 970	528 361	543 752	559 143	574 534	589 925	605 316	615 577	625 838	630 968	641 229	646 359	656 620	666 880				
C 3	455 149	468 795	482 441	496 087	509 733	523 379	537 025	546 122	555 219	559 768	568 865	573 414	582 511	591 609				
C 2	404 124	416 243	428 362	440 481	452 600	464 719	476 838	484 917	492 996	497 036	505 115	509 155	517 234	525 314				
C 1	358 431	369 179	379 927	390 675	401 423	412 171	422 919	430 084	437 249	440 832	447 997	451 580	458 745	465 911				

MEXICO - MEXIQUE

NEW Monthly Basic Salary SCALE with ANNUAL STEPS - NOUVEAU BAREME de Traitement Mensuel de Base avec ECHELONS ANNUELS
1 JANUARY 2009 - 1er JANVIER 2009

PESOS MEXICAINS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	130 583	134 954	139 325	143 696	148 070	152 444	156 818											
A 6	119 298	122 600	125 902	129 204	132 504	135 804	137 454	140 754	142 404	145 704	149 004							
A 5	100 942	103 768	106 594	109 420	112 246	115 072	117 899	120 726	122 139	124 966	126 379	129 206	130 619	133 446	136 272			
A 4	87 166	89 437	91 708	93 979	96 250	98 521	100 792	103 063	104 198	106 469	107 604	109 875	111 010	113 281	115 551			
A 3	75 002	77 114	79 226	81 338	83 450	85 562	87 676	89 790	90 847	92 961	94 018	96 132	97 189	99 303	101 417			
A 2	60 787	62 422	64 057	65 692	67 327	68 962	70 597	72 232	73 049	74 684	75 501	77 136	77 953	79 588	81 222			
A 1	47 573	49 007																
L 5	92 177	94 019	95 861	99 545	101 387	103 229	106 913	108 755	110 597	114 281	116 123	117 965	121 649	123 491	125 333			
L 4	81 045	82 667	84 288	87 531	89 153	90 774	94 017	95 639	97 260	100 503	102 125	103 746	106 989	108 611	110 232	113 475	115 097	116 718
L 3	76 866	78 404	79 941	83 016	84 554	86 091	89 166	90 704	92 241	95 316	96 854	98 391	101 466	103 004	104 541			
L 2	61 782	63 017	64 252	66 722	67 957	69 192	71 662	72 897	74 132	76 602	77 837	79 072	81 542	82 777	84 012			
L 1	50 327	51 334	52 340															
B 6	44 019	45 473	46 927	48 381	49 835	51 289	52 743	53 712	54 681	55 166	56 135	56 620	57 589	58 559				
B 5	38 271	39 536	40 801	42 066	43 331	44 596	45 861	46 704	47 547	47 969	48 812	49 234	50 077	50 921				
B 4	33 245	34 343	35 441	36 539	37 637	38 735	39 833	40 565	41 297	41 663	42 395	42 761	43 493	44 225				
B 3	29 100	30 060	31 020	31 980	32 940	33 900	34 860	35 500	36 140	36 460	37 100	37 420	38 060	38 700				
B 2	25 622	26 468	27 314	28 160	29 006	29 852	30 698	31 262	31 826	32 108	32 672	32 954	33 518	34 082				
B 1	22 702	23 453	24 204	24 955	25 706	26 457	27 208	27 709	28 210	28 460	28 961	29 211	29 712	30 212				
C 6	33 245	34 242	35 239	36 236	37 233	38 230	39 227	39 892	40 557	40 889	41 554	41 886	42 551	43 215				
C 5	29 100	29 971	30 842	31 713	32 584	33 455	34 326	34 907	35 488	35 778	36 359	36 649	37 230	37 810				
C 4	25 622	26 392	27 162	27 932	28 702	29 472	30 242	30 755	31 268	31 525	32 038	32 295	32 808	33 322				
C 3	22 702	23 380	24 058	24 736	25 414	26 092	26 770	27 222	27 674	27 900	28 352	28 578	29 030	29 482				
C 2	20 068	20 671	21 274	21 877	22 480	23 083	23 686	24 088	24 490	24 691	25 093	25 294	25 696	26 098				
C 1	17 723	18 255	18 787	19 319	19 851	20 383	20 915	21 270	21 625	21 802	22 157	22 334	22 689	23 043				

C(2009)11

UNITED STATES - ETATS-UNIS

NEW Monthly Basic Salary SCALE with ANNUAL STEPS - NOUVEAU BAREME de Traitement Mensuel de Base avec ECHELONS ANNUELS
1 JANUARY 2009 - 1er JANVIER 2009

U.S. DOLLARS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
A 7	12 312.83	12 725.44	13 138.05	13 550.66	13 963.38	14 376.10	14 788.82											
A 6	11 250.10	11 561.46	11 872.82	12 184.18	12 495.59	12 807.00	12 962.70	13 274.11	13 429.81	13 741.22	14 052.62							
A 5	9 520.90	9 787.50	10 054.10	10 320.70	10 587.30	10 853.90	11 120.41	11 386.92	11 520.18	11 786.69	11 919.95	12 186.46	12 319.72	12 586.23	12 852.75			
A 4	8 217.70	8 432.18	8 646.66	8 861.14	9 075.62	9 290.10	9 504.33	9 718.56	9 825.67	10 039.90	10 147.01	10 361.24	10 468.35	10 682.58	10 896.80			
A 3	7 075.97	7 275.34	7 474.71	7 674.08	7 873.45	8 072.82	8 272.15	8 471.48	8 571.15	8 770.48	8 870.15	9 069.48	9 169.15	9 368.48	9 567.82			
A 2	5 733.86	5 888.00	6 042.14	6 196.28	6 350.42	6 504.56	6 658.55	6 812.54	6 889.54	7 043.53	7 120.53	7 274.52	7 351.52	7 505.51	7 659.51			
A 1	4 486.76	4 621.88																
L 5	8 692.96	8 866.74	9 040.52	9 388.08	9 561.86	9 735.64	10 083.20	10 256.98	10 430.76	10 778.32	10 952.10	11 125.88	11 473.44	11 647.22	11 821.00			
L 4	7 645.13	7 797.95	7 950.77	8 256.41	8 409.23	8 562.05	8 867.69	9 020.51	9 173.33	9 478.97	9 631.79	9 784.61	10 090.25	10 243.07	10 395.89	10 701.53	10 854.35	11 007.17
L 3	7 245.46	7 390.32	7 535.18	7 824.90	7 969.76	8 114.62	8 404.34	8 549.20	8 694.06	8 983.78	9 128.64	9 273.50	9 563.22	9 708.08	9 852.94			
L 2	5 827.74	5 944.21	6 060.67	6 293.60	6 410.07	6 526.53	6 759.46	6 875.93	6 992.39	7 225.32	7 341.79	7 458.25	7 691.18	7 807.65	7 924.11			
L 1	4 745.56	4 840.50	4 935.43															
B 6	5 672.00	5 859.13	6 046.26	6 233.39	6 420.52	6 607.65	6 794.78	6 919.53	7 044.28	7 106.66	7 231.41	7 293.79	7 418.54	7 543.30				
B 5	4 899.01	5 060.60	5 222.19	5 383.78	5 545.37	5 706.96	5 868.55	5 976.28	6 084.01	6 137.87	6 245.60	6 299.46	6 407.19	6 514.91				
B 4	4 232.53	4 372.24	4 511.95	4 651.66	4 791.37	4 931.08	5 070.79	5 163.93	5 257.07	5 303.64	5 396.78	5 443.35	5 536.49	5 629.63				
B 3	3 587.80	3 706.22	3 824.64	3 943.06	4 061.48	4 179.90	4 298.32	4 377.27	4 456.22	4 495.69	4 574.64	4 614.11	4 693.06	4 772.00				
B 2	3 087.37	3 189.29	3 291.21	3 393.13	3 495.05	3 596.97	3 698.89	3 766.84	3 834.79	3 868.76	3 936.71	3 970.68	4 038.63	4 106.57				
B 1	2 681.98	2 770.73	2 859.48	2 948.23	3 036.98	3 125.73	3 214.48	3 273.65	3 332.82	3 362.40	3 421.57	3 451.15	3 510.32	3 569.48				
C 6	4 698.61	4 839.58	4 980.55	5 121.52	5 262.49	5 403.46	5 544.43	5 638.41	5 732.39	5 779.38	5 873.36	5 920.35	6 014.33	6 108.31				
C 5	4 087.09	4 209.62	4 332.15	4 454.68	4 577.21	4 699.74	4 822.27	4 903.96	4 985.65	5 026.49	5 108.18	5 149.02	5 230.71	5 312.39				
C 4	3 503.06	3 608.08	3 713.10	3 818.12	3 923.14	4 028.16	4 133.18	4 203.19	4 273.20	4 308.21	4 378.22	4 413.23	4 483.24	4 553.26				
C 3	2 996.90	3 086.80	3 176.70	3 266.60	3 356.50	3 446.40	3 536.30	3 596.23	3 656.16	3 686.13	3 746.06	3 776.03	3 835.96	3 895.90				
C 2	2 604.10	2 682.19	2 760.28	2 838.37	2 916.46	2 994.55	3 072.64	3 124.70	3 176.76	3 202.79	3 254.85	3 280.88	3 332.94	3 385.00				
C 1	2 274.30	2 342.44	2 410.58	2 478.72	2 546.86	2 615.00	2 683.14	2 728.57	2 774.00	2 796.71	2 842.14	2 864.85	2 910.28	2 955.70				

APPENDIX III

Transitional measures

1. The implementation of performance management policy and, in particular, measures regarding the award of step increases concern all officials.
2. On the one hand, transitional measures have been planned to take account of the initial impact of performance management policy. These are designed to allow the anniversary dates for awards of step increases to individual officials to be aligned with a single reference date applicable to all officials.
3. On the other hand, the steps need to be restructured in order to establish a direct link between the annual performance evaluation and the award of step increases, while ensuring that their impact will be neutral in budgetary terms.

Award dates

The single reference date for the award of step increases is 1 May. A step increase will be awarded on this date to officials whose performance has been judged to be at least “fully satisfactory”.

However, the date of award of a step increase may be delayed by a period of 6 months when the results of the evaluation are judged to be “partly satisfactory”. If, at the end of this period, the official’s performance is judged to be at least “fully satisfactory”, the step is awarded non-retroactively.

Structure of steps

The minimum and maximum values of salary scales remain unchanged. However, within a framework of budget neutrality, steps will be awarded annually (some are at present awarded every 18 months or two years), which will require adjustment of their number and value within existing salary scales.

Transitional measures

A – Serving officials

The following measures will apply to the transition from a system of individual anniversary dates to a single reference date (1 May) for officials already serving in 2008:

- Officials whose anniversary date for the award of a step falls **between 1 January and 30 April** will until April 2009 receive an amount equivalent to the value of their step based on the 2008 salary scale adjusted to take account of the annual increase on 1 January 2009. If their performance evaluation for 2008 is judged to be fully satisfactory, they will be awarded their formal step on 1 May in accordance with the new 2009 salary scale structure.
- Officials whose anniversary date for the award of a step increase falls **between 1 and 31 May** will be awarded their step on 1 May, again provided that their performance evaluation is judged to be fully satisfactory.
- Officials whose anniversary date for the award of a step increase falls **between 1 June and 31 December** will be awarded their step increase on 1 May provided that their performance evaluation is judged to be fully satisfactory. However, this step will be calculated pro rata for the period left to run until 1 May the following year.

B – New officials

Likewise, the following measures will be applied to permit the alignment of officials appointed from 2009 onwards:

- The performance of new officials appointed between **1 January and 30 June** will be evaluated at the end of the year and the step increase will be awarded in May of the following year, provided that the evaluation is fully satisfactory.
- The initial evaluation of new officials appointed between **1 July and 31 December** will take place at the end of the following year. Provided that the outcome is fully satisfactory, they will be awarded a step increase on the 1 May following this initial evaluation.