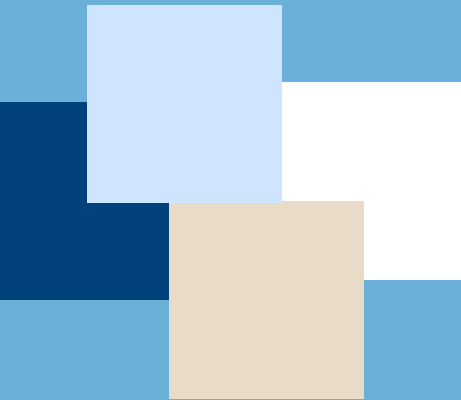





The International Civil Service Commission

Promoting and maintaining exemplary service to
the **United Nations** common system
since 1975





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Letter from the Chair

The world has changed tremendously since the establishment of the ICSC more than 40 years ago.

We live in a dynamic world where it is necessary that human resources management is responsive to the needs of an international workforce. By the year 2025, generation Y will make up 75 percent of the global workforce. Furthermore, the future workplace will be multi-generational, with four generations working side-by-side. International organizations will be competing for the talents of a diverse workforce, and the common system must be ready. This changing workforce tends to be more mobile and interested in challenging work; their aspirations include a stronger recognition of performance. Younger generations are more technologically and socially engaged, and serving the international community in an expatriate setting is a logical progression in today's and tomorrow's world. For the United Nations common system to compete in such a fast-changing environment, to continue to recruit the best and the brightest, it is imperative that a new paradigm that fits today's reality and raises engagement levels be adopted along the way.

This publication highlights some of the Commission's many achievements and challenges through the years. It also celebrates some of the Commission's efforts to stay abreast of changes as it seeks to modernize the common system pay and benefits package; it is dedicated to the thousands of common system staff who work to build a more peaceful world and a sustainable environment.



Kingston Rhodes
Chair ICSC
August 2018



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UN common system

The term **common system** is shorthand for the United Nations common system of salaries, allowances and other conditions of service. Its origin can be traced to the relationship agreements between the United Nations and the specialized agencies that: develop common personnel standards, methods and arrangements designed to avoid serious discrepancies in terms and conditions of employment; to avoid competition in recruitment of personnel; and to facilitate the interchange of personnel. Other rationales for a common system include: **economy of scale**, central maintenance of salary scales and allowance schedules means far fewer resources have to be deployed for these purposes in each organization; **equity**, a uniform approach to conditions of service helps to improve morale and satisfaction among staff; and **cost-efficiency**, for the Member States, a common set of employment conditions permits an overview of staff costs.



United Nations
United Nations Office for Project Services (UNOPS)
World Food Programme (WFP)
United Nations Joint United Nations Programme on HIV/AIDS (UNAIDS)
World Meteorological Organization (WMO)
United Nations Development Programme (UNDP)
International Trade Centre (ITC)
United Nations Educational, Scientific and Cultural Organization (UNESCO)
International Telecommunication Union (ITU)
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
United Nations Population Fund (UNFPA)
United Nations High Commissioner for Refugees (UNHCR)
International Civil Aviation Organization (ICAO)
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO)
International Seabed Authority (ISA)
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
Food and Agriculture Organization (FAO)
World Health Organization (WHO)
United Nations Industrial Development Organization (UNIDO)
International Atomic Energy Agency (IAEA)
World Intellectual Property Organization (WIPO)
International Fund for Agricultural Development (IFAD)
International Tribunal for the Law of the Sea (ITLOS)
United Nations Children's Fund (UNICEF)
International Labour Organization (ILO)
Universal Postal Union (UPU)
International Maritime Organization (IMO)
World Tourism Organization (UNWTO)

The Commission

Commission Members 2018



Mr. Kingston Rhodes
Sierra Leone
Chair



Mr. Aldo Mantovani
Italy
Vice-Chair



Ms. Marie-Françoise Bechtel
France



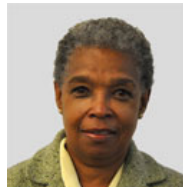
Mr. Emmanuel Oti Boateng
Ghana



Mr. Larbi Djacta
Algeria



Mr. Mohammed Farashuddin
Bangladesh



Ms. Carleen Gardner
Jamaica



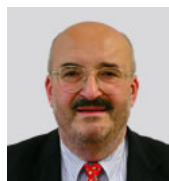
Mr. Luis M. Hermosillo
Mexico



Mr. Yuji Kumamaru
Japan



Mr. Jeffrey Mounts
United States of America



Mr. Wolfgang Stöckl
Germany



Mr. Vladimir Storozhev
The Russian Federation



Mr. Xiaochu Wang
China



Mr. Eugeniusz Wyzner
Poland



Mr. El Hassane Zahid
Morocco

The **International Civil Service Commission (ICSC)** is an independent expert body established by the United Nations General Assembly. Its mandate is to regulate and coordinate the conditions of service of staff in the United Nations common system, while promoting and maintaining high standards in the international civil service.

The Commission is composed of 15 members who serve in their personal capacity. They are appointed by the General Assembly for four-year terms, with due regard for broad geographical representation. The Chair and the Vice-Chair are full-time members and are based in New York. The full Commission meets twice a year.

ACPAQ

ICSC is assisted by an expert subsidiary body, the Advisory Committee on Post Adjustment Questions (ACPAQ), which provides technical advice on the methodology of the post adjustment system. ACPAQ is composed of six members and is chaired by the Vice-Chair of ICSC. Other working groups and panels are established on an ad hoc basis as the need arises.

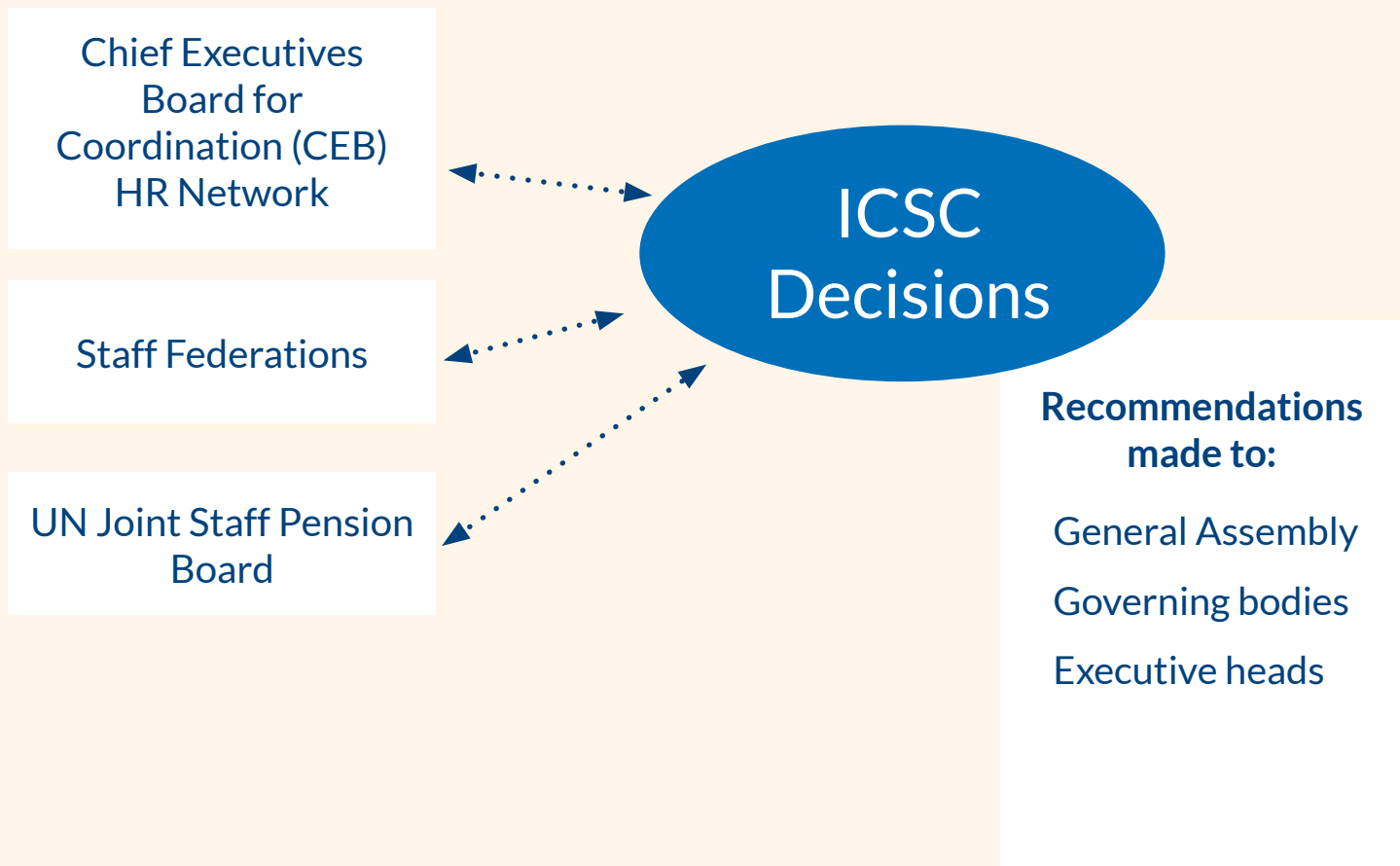


Photo/April Raphiou

How ICSC works



Photo/Barbara Frommann



ICSC Functions

Determines:

- Methodologies by which the principles for determining conditions of service should be applied
- Job classification standards
- Mobility and Hardship allowances
- Post adjustment classifications
- Daily Subsistence Allowance rates
- Danger Pay

Recommendations to the General Assembly on:

- Broad principles to determine conditions of service
- Scales of salaries for professional staff
- Staff assessment
- Education grant, home leave, repatriation grant, termination indemnities, dependency allowances & language incentive for Professional and above staff

Recommendations to organizations on:

- General Service salary scales at headquarters
- Human resources policies
- Gender balance/Work-life issues
- Contractual arrangements
- Performance Management
- Standards of conduct
- Staff training policy



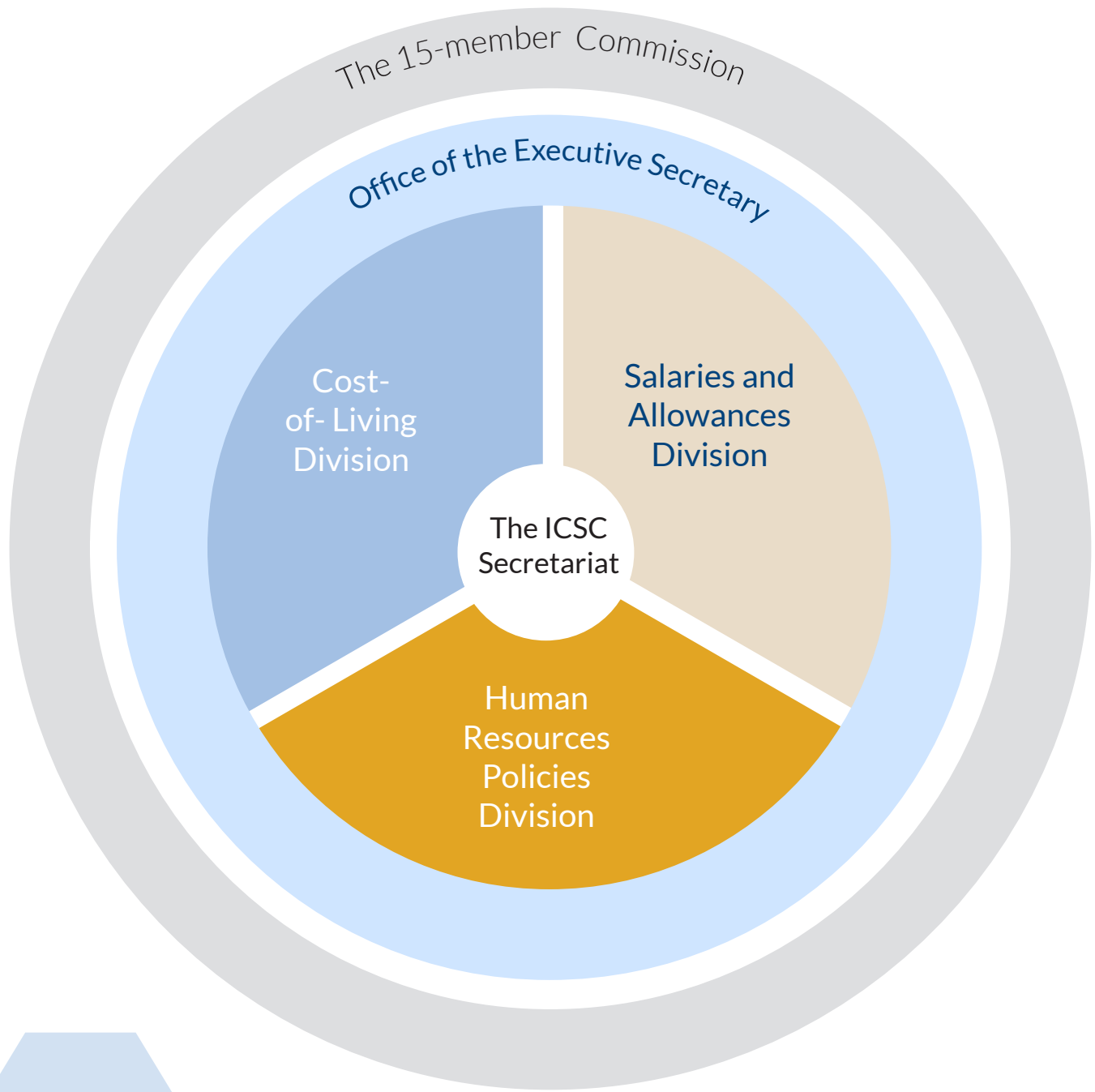
Photo/Barbara Frommann

The Secretariat

The ICSC secretariat consists of 45 staff members from 32 countries who provide expert technical and administrative support to the Commission. Headed by the Executive Secretary, the secretariat comprises the Office of the Executive Secretary, the Cost of Living Division (COLD), the Human Resources Policies Division (HRPD) and the Salaries and Allowances Division (SAD).

The ICSC secretariat conducts studies, produces analytical papers and develops proposals for the Commission on matters of human resources management, compensation, and other related matters.





ICSC Organization

ICSC Secretariat: Key Functions

Cost-of-Living Division

Carrying out **periodic cost-of-living surveys**; collecting data on expenditure patterns of staff, prices for a basket of goods and services, and data on housing costs

Conducting **methodological studies** and related modeling in support of ACPAQ recommendations and Commission decisions

Calculating post adjustment indices which express cost-of-living relativities between each duty station of the United Nations common system and New York

Publishing post adjustment reports on a monthly basis

Updating post adjustment indices on a monthly basis

Maintaining the **rental subsidy scheme**, which is linked to the post adjustment system

Calculating and publishing **retail price indices**

Human Resources Policies Division

Leading and **preparing studies on specific aspects of human resources management and providing policy guidance to the organizations on the conditions of service of staff** as approved by the Commission and the General Assembly

Classifying duty stations according to conditions of life and work under the mobility and hardship scheme and making suggestions on other field benefits

Establishing, reviewing and updating related tools such as job evaluation manuals and handbooks and advising and training organizations in their application

Monitoring and reporting on the implementation by organizations of all recommendations and decisions of the ICSC including the improvement of the status of women in the common system

Providing guidance, advice and training to organizations of the common system in any relevant area of work.

Salaries and Allowances Division

Maintaining and reviewing the **common system of salaries and allowances**, including:

Monitoring and reporting on base/floor salary scale of staff in the Professional and higher categories and recommending adjustments to levels of salaries and rates of staff assessment used in conjunction with gross base salaries

Monitoring and reporting on the **net remuneration margin between the Professional and higher categories of the common system and officials in comparable positions of the United States federal civil service**

Carrying out periodic **studies to determine the highest paid national civil service** used as a comparator of the United Nations common system

Monitoring and adjusting the levels of pensionable remuneration and common scale of staff assessment

Carrying out periodic **surveys of conditions of service of General Service and other locally recruited staff at the headquarters duty stations**, i.e., Geneva, Kingston, London, Madrid, Montreal, New York, Paris, Rome and Vienna

Conducting periodic studies of the appropriate levels of **allowances and benefits** including education grant, dependency allowances, separation payments, etc.

Operating the daily subsistence allowance (DSA) system of the United Nations common system and publishing monthly DSA reports



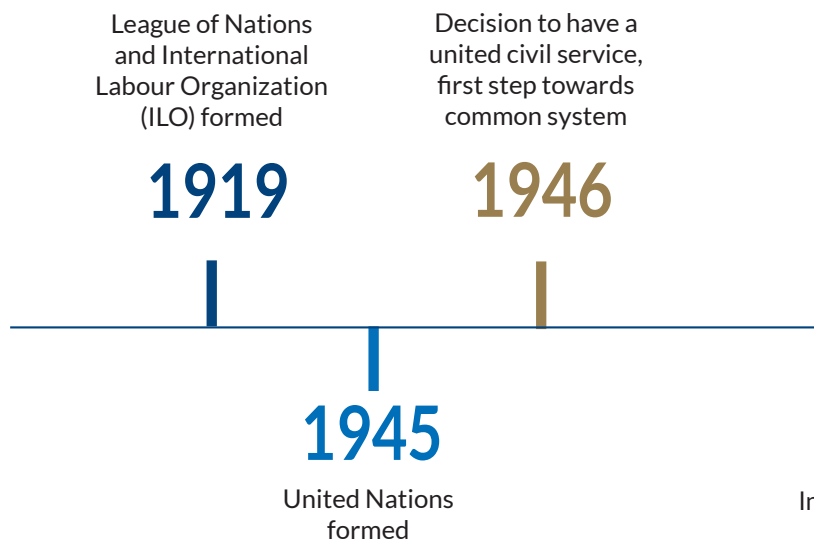
ICSC Reflections

The League of Nations was the first international organization that opted to create a career civil service in order to service its secretariat. Although the League has since dissolved, the civil service of the United Nations explicitly incorporated its standards and formation. At the time of the formation of the United Nations, the United Nations Preparatory Commission decided that the organization needed one united international civil service between all the agencies and departments of the UN. The primary goal was to eliminate competition for recruitment, and to facilitate easy mobility between different areas of the United Nations.

In 1948, the International Civil Service Advisory Board (ICSAB) was formed to advise the United Nations on standards of international civil service, including issuing the first Standards of Conduct and the first salary scheme to equalize purchasing power of all employees. However, the devaluation of the U.S. dollar followed by the oil shock of 1973 led to an increase in the frequency of adjustments in the cost of living for civil servants around the world. The technical needs to perform the adjustments led the various agencies within the United Nations to request the General Assembly to create a group dedicated to the task of regulating the international civil service of the United Nations.

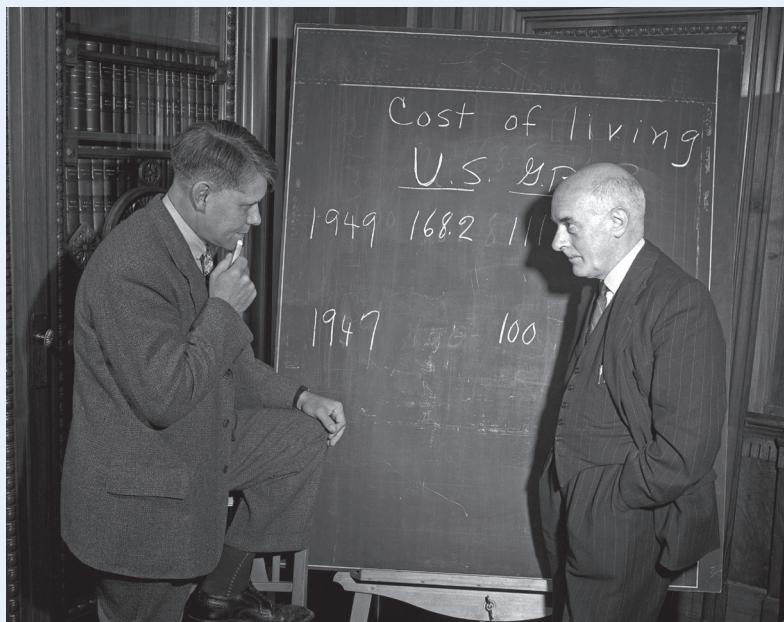
In 1972, the General Assembly requested that the Secretary-General create an International Civil Service Commission and in 1974 the General Assembly adopted the Secretary-General's proposal and established the International Civil Service Commission by resolution 3357-XXIX.

Since its founding, the responsibilities of the International Civil Service Commission have only grown with the Common System. Today the United Nations common system comprises 28 organizations. The ICSC remains committed to its statute to regulate and coordinate the conditions of service of the common system.



Rooted in excellence

Top labour statisticians from the United States and Great Britain examine ways to facilitate the international comparison of cost of living and family living statistics at the 24-nation statistical conference called by the International Labour Organization at Geneva in October 1949. (Left) Ewan Clague, Commission of Labour Statistics, United States Department of Labour and (right) R.B. Ainsworth, Director of Statistics, British Ministry of Labour and National Service.



UN Photo

ICSAB issues first
Standards of Conduct
to the international civil
service

1954

General Assembly (GA)
approves the need for
an international civil
service commission

1972

Development of ICSC

1948

International Civil Service Advisory
Board (ICSAB) formed to advise
the Administrative Committee on
Coordination (ACC)

1956

ICSAB creates first salary
scheme to equalize
purchasing power for
employees around the world

1975

GA approves the creation of
ICSC in resolution 3357-XXIX,
New York made the base for
the system

ICSC Milestones

1975

First session
of ICSC is
held



Photo/Jennifer Moreno

1980

Master
standard
for job
classification

1982

ICSC approves
methodologies to
conduct salary surveys
in HQ duty stations &
non-HQ duty stations

1989

Mandatory age of
separation raised to
62 for all new staff,
as of 1/1/1990

1989

Commission made recommendation
to the GA following its compensation review
to establish a floor net salary level for
P-staff and higher

1989

Mobility and
Hardship
scheme
established

2000

Human
Resources
Framework
developed

2001

Standards of Conduct for the
International Civil Service
approved



Photo/Barbara Frommann

2004

Promulgation
of New Master
Standard for job
classification,
online system

2010

New General Service job
evaluation standard, online
system

2011

Completion of
comprehensive review
of the methodologies
for determination
and adjustment
of pensionable
remuneration

2012

Mandatory age
of separation
raised to 65
for new staff,
effective
1/1/2014

2013

Standards
of Conduct
revised

2015

Revised
Compensation
Package
approved,
modernized pay
system

Photo/Barbara Frommann



2017

Framework
for
performance
incentives
approved

2018

Mandatory
age of
separation
raised to
65 for all staff*

Photo/April Rapphiou



*Subject to acquired rights

Salary scales

In 1921, the League of Nations decided that to recruit highly qualified staff, representative of its member nations, the salary scale for internationally-recruited, Professional and higher category staff should compare favorably with the highest paid national civil service (currently the United States federal civil service). This concept, known as the **Noblemaire principle**, serves as the basis for the salary scales for internationally-recruited staff in the UN common system.

For General Service and related categories of staff, a similar principle applies. The best prevailing conditions at each duty station are used as a salary reference. This is known as the **Flemming principle**.



UN Photo/Evan Schneider

Common System Compensation Package

In December 2015, the General Assembly approved a revised compensation package for staff in the Professional and higher categories, based on the recommendations of the ICSC. The revised compensation package was the result of a three-year review by the ICSC, which collaborated closely with representatives of the organizations and staff. The new package aims to simplify and streamline the current complex system and ensures a harmonized approach across the common system.

A unified salary scale structure with the objective to focus exclusively on the job and not on family status

Establishment of a dependent spouse allowance at the level of six percent of net remuneration

An allowance for staff members who are single parents who provide main and continuous support for their dependent children, at the level of six percent of net remuneration

Granting within-grade step increments annually from step I to step VII and biennially thereafter for grades P-1 through P-5 and maintaining the biennial steps at the D-1 and D-2 levels

An education grant system based on a global sliding scale of reimbursement of

a streamlined list of education-related expenses

New options concerning relocation shipment

An adjusted hardship allowance with increased amounts for single staff

A new non-family service allowance, in lieu of the additional hardship allowance

A new mobility incentive, in lieu of the mobility allowance

Changes to accelerated home leave travel, which are granted for staff in D and E category duty stations that do not fall under the rest and recuperation framework

An incentive payment for the recruitment of experts in highly specialized fields

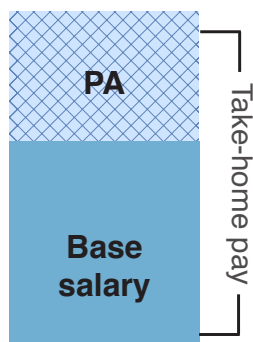
Post adjustment

First established in 1957, the **Post Adjustment system** helps to ensure that no matter where United Nations common system staff work, their take-home pay has a purchasing power equivalent to that at the base of the system, New York.

Post adjustment is an amount paid in addition to salary that accounts for the following elements:

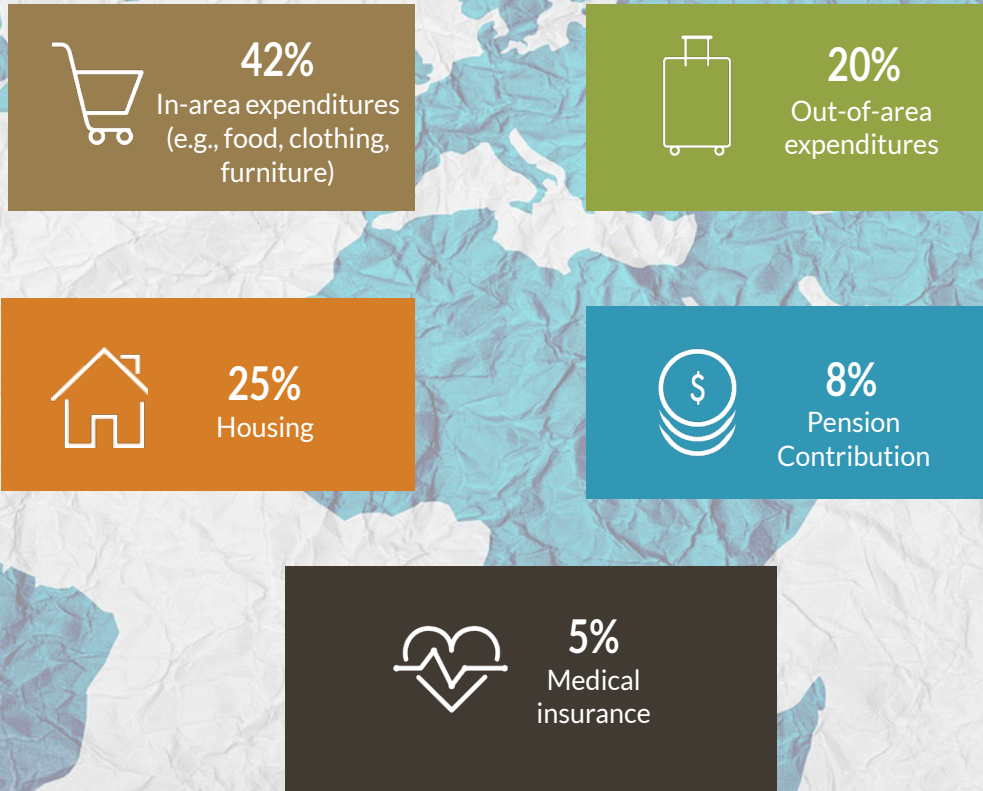
- differences in prices between the location where the staff member works and New York
- local inflation
- the exchange rate of local currency relative to the United States Dollar
- the average expenditure pattern of staff members at a given location together, the net base salary and the post adjustment add up to the net remuneration, or take-home pay.

It is applicable to the United Nations Common System international staff in the Professional and higher categories.



The PA is a variable component that is adjusted periodically (can increase or decrease) to reflect changes in the cost-of-living in a duty station.

Calculating post adjustment



The cost-of-living survey is administered periodically by the ICSC at various duty stations to establish purchasing power parity of salaries, using a methodology that is approved by the ACPAQ. The survey results in the Post Adjustment Index (PAI), which reflects the relative cost-of-living with New York. The PAI is then translated into a post adjustment multiplier, which is included on the paychecks of internationally-recruited Professional staff.

Allowances and benefits

When duty calls, the thousands of staff members who work in the United Nations Common System are willing to travel the distance to promote fundamental human rights, while making our world more peaceful and secure. For staff who accept assignments in difficult environments where program delivery is more difficult, the ICSC has developed a comprehensive package of allowances and benefits for staff in the Professional and higher categories that encourage geographic mobility and compensate for hardship incurred in difficult duty stations.

Hardship and Mobility Scheme

- Hardship allowance
- Non-family service a
- Accelerated home leave
- Relocation-related elements
- Mobility incentive

Other benefits may include:

- Education grant
- Rest and Recuperation Travel
- Danger Pay

Pension

After salary, the single most important benefit for staff is the UN pension package, which is handled by the United Nations Joint Staff Pension Fund. All UN common system staff are entitled to a pension after a certain minimum period of service. The United Nations pension scheme is based on the principle of income replacement whereby the pension benefit is established as a percentage of salary while in service.

ICSC handles one important aspect of the pension system. It establishes and maintains the scale of pensionable remuneration amounts, which forms the basis for calculating pension benefits.



Integrated approach to HR management

In 2000, the ICSC presented an integrated framework for human resources management that takes into consideration the vast changes that have taken place globally in the common system. Since that time, the framework has been updated to reflect major shifts in human resources management policies. The framework continues to be grounded in the principles emanating from the provisions of the United Nations Charter, namely, the independence of the international civil service and the need for the organizations to recruit staff with the highest standards of efficiency, competency, and integrity.



Ensuring geographic diversity

The composition of staff should reflect that of the membership of the UN—it should be geographically diverse.



Encouraging staff mobility

An important aspect of career management, the concept of mobility includes movement within and across organizations, occupations and geographic locations.



Fostering gender equity

ICSC undertakes studies in order to promote and facilitate gender equity in the common system. The Commission has also recommended that UN organizations provide a balance between work and family needs through targeted programmes.



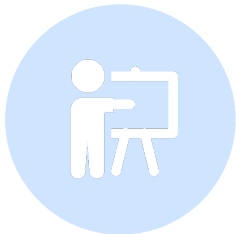
Supporting performance management

ICSC recommends that organizations focus on building individual staff member competencies, assigning, developing and retaining talent to achieve high performance levels.



Promoting high ethical standards

Although organizations' internal cultures may vary, they face similar ethical challenges. Standards for ethical conduct promote common values and define the behaviour and performance expected of international civil servants.



Prioritizing career development

Effective training must be preceded by the identification of needs. ICSC has included an 'Outline of a training programme for Managers' as part of the Guidelines for performance appraisal (A/72/30, Annex VI).

- Organization
- Unique Legal
- Governing M



Organizational Culture
Legal Status
Funding Mechanisms



LEADERSHIP

ENABLING WORK ENVIRONMENT

Staff representation and staff management relations

Administration of justice

MANAGEMENT

Recruitment/Staff employment

Staff development & Learning

Staff well-being & Duty of Care

Contractual arrangements

HR Management Information Systems

WORKFORCE



OPERATIONAL RESULTS



Job classification and evaluation

Article 13 of the statute of the International Civil Service Commission provides that:

“The Commission shall establish job classification standards for all categories of staff in fields of work common to several of the organizations. It shall advise the organizations on the development of consistent job classification plans in other fields of work.”

In July 1981, the ICSC promulgated the ICSC Master Standard or Tier I as a point-factor rating evaluation plan based on six major factors comprising 15 elements. The Tier II standards, which were grade level standards developed for specific fields of work, were created as a supplement to provide guidance and consistency to classifiers when applying the Master Standard.

In 2004, the Commission promulgated a new job classification standard for the Professional and higher categories. Underlying the development of this standard was desire to simplify the system and reorient it to focus more on outputs than inputs. In addition, the system allows linkages to competency development and performance management.

In March 2010, the Commission promulgated a global General Service and related categories

classification standard modeled on the Professional standard, which replaced eight separate standards that had previously existed.



Field benefits

Rest and recuperation

Rest and recuperation travel enables eligible staff members to take periodic leave from the often difficult or dangerous environment in which they serve. In taking periodic breaks, staff can alleviate stress and regain perspective so that they may return to their place of duty and continue to perform effectively.

Non-family duty stations

The Chair of the International Civil Service Commission may designate a duty station as a non-family duty station for the purpose of an allowance for service in non-family duty stations. This applies to those duty stations where the United Nations Department of Safety and Security decides that for reasons of safety and security all eligible dependents are restricted from being present at the duty station for a period of six months or longer. A duty station could be declared as “non-family” prior to the six month mark following evacuation as the Commission decided to specifically have the situation assessed at the three-month mark. At that time, the Under-Secretary-General for Safety and Security would review the situation and advise the Chair of the Commission. At the six-month mark the definitive decision on the family or non-family status would normally need to be made by the Chair of the Commission after consultation with the Department of Safety and Security.

Danger pay

Danger pay is a special allowance established for internationally and locally recruited staff who are required to work in locations where very dangerous conditions prevail, comprising the following:

- Duty stations where United Nations staff, owing to the very fact of their association with, or employment by, an organization of the United Nations common system, are clearly, persistently and directly targeted or where premises are clearly, persistently and directly targeted, thus presenting an imminent and constant threat to staff and activities
- Duty stations where United Nations staff or premises are at high risk of becoming collateral damage in a war or active armed conflict
- Non-protected environments where medical staff are specifically at risk to their life when deployed to deal with public health emergencies as declared by the World Health Organization

Looking forward: challenges and opportunities ahead

We live in volatile times. The rapidly changing global landscape is affecting the operations of the common system. Budget constraints, diverse workforces, political uncertainty and the rapid advancement of technologies have been transforming the way we live and work for a number of years now and will continue to do so.

Several decades ago, nearly all employees in governments of OECD countries were paid on incremental, or graduated pay scales. At the present time, a considerable number of national civil servants are also compensated in accordance with performance-related pay schemes, not only because they provide improved performance results for organizations, but it also allows for flexibility in times of fiscal difficulties. These conditions, will indeed impact and have relevance for future Noblemaire studies. As more governments move to individualized pay philosophies, identifying countries to which the international civil service can compare itself will become more challenging.

In this new world, employees will need to adapt to rapid cycles of reinvention and maintaining relevance by continuously observing, reflecting and adapting by learning new skills. In the context of implementing the Sustainable Development Goals, it is vital that employees possess the ability to work with different stakeholders and partners, as opposed to working in silos.

We should not be complacent in the belief that the UN and its staff will not be affected. Investment in staff training to acquire the latest skills becomes even more important now. Staff mobility, both external and internal, as well as movement between different functional areas, may also facilitate staff development and create a more adaptable workforce.



WIPO Photo/ Emmanuel Berrod



Making history: Commission members over the years

Present Membership

Chair

Kingston P. Rhodes, Sierra Leone, 2007-2018

Vice-Chair

Aldo Mantovani, Italy, Member: 2014-2021; Vice-Chair: 2018-2021

Other Members

Marie-Françoise Bechtel, France, 2011-2018

Larbi Djacta, Algeria, 2013-2020

Mohammed Farashuddin, Bangladesh, 2017-2020

Carleen Gardner, Jamaica, 2011-2018

Yuji Kumamaru, Japan, 2018-2021

Vladimir Storozhev, Russian Federation, 2017-2020

Luis Mariano Hermsillo, Mexico, 2012-2021

Emmanuel Oti Boateng, Ghana, 2003-2018

Jeffrey Mounts, USA, 2018-2021

Wolfgang Stöckl, Germany, 1997-2002; 2006-2021

Xiaochu Wang, China, 2005-2020

Eugeniusz Wyzner, Poland, 1999-2018

El Hassane Zahid, Morocco, 1997-2020

Past Chairs and Vice-Chairs

Chairs

R. A. Quijano, Argentina, 1975-1979

R. Akwei, Ghana, 1980-1990; Acting Chair, 1979

M. Bel Hadj Amor, Tunisia, 1991-2006

Vice-Chairs

A. Adu, Ghana, 1975-1976

R. Akwei, Ghana, 1977-1978

G. de Prat Gay, Argentina, 1980-1984

C.S. Vegega, Argentina, 1985-1999

E. Wyzner, Poland, 1999-2006

W. Stöckl, Germany, 2007-2017

Past Members

- I. Aboimov, USSR, 1987-1988
Y. V. Afanasiev, Russian Federation, 2010-2012
G. Akatani, Japan, 1986-1987
A. Ali, Pakistan, 1975-1992
M. Ani, Nigeria, 1975-1985
M. Auchère, France, 1984-1987
M. Bardoux, France, 1988-1992
M. Bettati, France, 1992-2005
F. Bouayad-Agha, Algeria, 2005-2013
A. Chepourin, Russian Federation, 1995-1997
A. Chistyakov, USSR, 1975-1983
S. Chowdhury, Bangladesh, 2005-2012
C. Cooley, USA, 1986-1992
T. Daddah, Mauritania, 1986-2002
A. Dryukov, USSR, 1991
M. El Hassen, Mauritania, 1978-1985
F. Emanuel, Nigeria, 1987-1992
R. Enckell, Finland, 1982-1985
M. Endo, Japan, 2002-2017
A. Fedotov, USSR, 1998-2004
A.F. Fonseca-Pimentel, Brazil, 1975-1997
J.C. Fortuit, France, 1981-1983
P. Frochaux, Switzerland, 1975-1982
S. V. Garmonin, Russian Federation, 2012-2017
G. Gonzalez, Argentina, 2007-2010
J. de la Grandville, France, 1978-1980
T. Hagiwara, Japan, 1975-1977
P. Haksar, India, 1975-1980
R. Hampton, USA, 1975-1977
A.H.M. Hills, U.K. 1975-1981
H. Houska, Czechoslovakia, 1986-1989
D. Hull, USA, 1983-1985
A. Jayanama, Thailand, 2001-2004
H. Kabir, Bangladesh, 1993-2000
M. Kanazawa, Japan, 1983-1985
V. Keniaykin, Russian Federation, 1992-1994
H. Kitschenberg, Germany, 1982-1985
C. de Leon, Philippines, 1997-2000
A. Matsui, Japan, 1978-1982
J. de Médicis, Brazil, 1998-2004
V. Morozov, Russian Federation, 2006-2012
J.R. Sanchis Muñoz, Argentina, 1999-2006
L. Myers, USA, 1992-2013
J. Nosek, Czechoslovakia, 1975-1985
A.X. Pirson, Belgium, 1986-1996
J.L. Plihon, France, 1975-1977
E. Poston, USA, 1978-1981
M. Mijarul Quayes, Bangladesh, 2013-2016
J. Riha, Czechoslovakia, 1991-1998
E. Rusita, Uganda, 1993-2004
S. Sami, Bangladesh, 2001-2004
M. Sbih, Algeria, 1993-1996
O. Sirry, Egypt, 1985-1992
L. Smid, Czechoslovakia, 1990
C. Smith, USA, 2014-2017
A. Stephanou, Greece, 1986-2005
A. Szlajak, Canada, 2003-2010
K. Tashiro, Japan, 1988-2001
V. Terekhov, USSR, 1989-1990
D. Thiam, Senegal, 1975-1977
V.G. Titov, Russian Federation, 2005-2006
V. Tsybukov, USSR, 1984-1986
G.L. Valenza, Italy, 2006-2013
M.A. Vellodi, India, 1981-1992
G.C.P. Velloso, Brazil, 2004-2011
H. Warzazi, Morocco, 1975-1984
M. Yango, Philippines, 1993-1996



International Civil Service Commission
New York, NY 10017