

**INTERNATIONAL
PRACTICES OF THE**

**POSITIONS
CLASSIFICATION
AND GRADING**

**IN THE CIVIL
SERVICE**

INTERNATIONAL PRACTICES OF THE POSITIONS CLASSIFICATION AND GRADING IN THE CIVIL SERVICE

Kyiv • 2021

UDC 35.087.41(477+100)
M58

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International Practices of Positions Classification and Grading in the Civil Service / [N. Aliushyna (composite authors leader), and others.; under the general editorship of N. Aliushyna]. – K.: Center for Adaptation of the Civil Service to the Standards of the European Union, 2021. – 129 p.

ISBN 978-617-7854-64-6.

The publication covers the main issues on classification of civil service positions, application of grading system in the remuneration of civil servants and its legal regulation.

The book will be useful for the heads of civil service, civil servants, personnel management services, other experts, whose responsibilities include the issues on positions classification, grading and remuneration.

UDC 35.087.41(477+100)

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ISBN 978-617-7854-64-6.

National Agency of Ukraine on Civil Service

A central executive power authority that ensures the formation and realisation of state policy in the sphere of civil service, provides functional management of the civil service in the public authorities. Experience studying of the European practices in the field of civil service and preparing of proposals for the implementation of the best international practices in public authorities are among the main activities directions of the National Agency of Ukraine on Civil Service.

Center for Adaptation of the Civil Service to the Standards of the European Union

A estate institution that is subordinated to the National Agency of Ukraine on Civil Service. Among the main activities directions of the Center for Adaptation of the Civil Service to the Standards of the European Union, there are the following responsibilities as improvement of existing and promoting the implementation of new standards and procedures in activities of the civil servants and local self-government officials, public and local self-government authorities, which are based on the best world practice, as well as publishing of analytical and informational periodicals for sharing the new ideas and best practices in the sphere of civil service.

INTRODUCTORY WORD



From 2020, Ukraine has been implementing the reform of the remuneration system, which is one of the priorities of the National Agency of Ukraine on Civil Service.

The aim of the reform is to change the system and approaches to remuneration regulation. It is envisaged to introduce a new remuneration model based on positions classification, which will be competitive, transparent and fair.

Certainly, such a system must be built very carefully and weighed, as each change has a significant impact on the public administration system in a whole. It is worth remembering that the remuneration issue is socially sensitive for civil servants and citizens of Ukraine, as well as important for Ukraine's fulfillment of international obligations. The introduction of a system of remuneration of civil servants based on positions classification and grading will bring Ukraine closer to joining the Organisation for Economic Co-operation and Development.

To take notice of the above, in developing and implementing such a complex and multifaceted reform, it is very important to focus on best practices and international experience. This allows to avoid most of the mistakes and difficulties faced by the pioneers and take into account the peculiarities of the tested methods and systems on the basis of which to build a working model of remuneration.

The NAUCS conducted the survey of international practice of application the grading in the civil service, which, in particular, takes into account the results of the International Forum "Application of the Grading System in the Civil Service", which was attended and shared experience by the representatives of government agencies and institutions of 9 countries: Republic of Azerbaijan, Hellenic Republic, Georgia, Republic of Estonia, Republic of Armenia, Republic of Kazakhstan, Republic of Poland, Republic of Singapore, Federal Republic of Germany. We sincerely thank everyone for their participation!

In total, the report includes the results of the analysis of the experience of 21 countries: Republic of Azerbaijan, Hellenic Republic, Georgia, Republic of Estonia, Canada, Kingdom of Spain, Republic of Latvia, Republic of Austria, Republic of Armenia, Republic of Kazakhstan, Republic of Cyprus, Republic of Korea, Republic of Moldova, Republic of Poland, Republic of Singapore, Republic of Croatia, United States of America, Federal Republic of Germany, French Republic, Ukraine and Japan.

Besides, the study took into account the results of a previous survey on positions classification and grading, in which the following countries participated: Republic of Azerbaijan, Hellenic Republic, Georgia, Republic of Latvia, Republic of Kazakhstan, Republic of Cyprus, Republic of Moldova, Republic of Poland and Federal Republic of Germany. Other data are taken from open sources.

The all-round study of the best world practices of countries with different histories of formation the institution of civil service provides an opportunity to look more broadly at the issue, consider additional opportunities for implementation the reform, apply and adapt best international practices.

The results of this study are taken into account when developing the main approaches to realization the reform of the remuneration system of civil servants in Ukraine. We are sure that this study will help other countries to weigh risks, review approaches and get answers to a number of questions when implementing changes.

Nataliia ALIUSHYNA,

Head of the National Agency of Ukraine on Civil Service

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REPUBLIC OF CYPRUS¹



¹ Information is taken from open sources and questionnaires

POSITIONS CLASSIFICATION

According to the Law of the Republic of Cyprus "On Civil Service", **civil service positions are divided into:**

- permanent and temporary;
- interchangeable and non-interchangeable.

Interchangeable positions are called "replacement personnel". Interchangeable positions include those that belong to one of the following categories:

- general administrative personnel;
- General Secretariat personnel;
- Head office personnel;
- general support personnel;
- general technical personnel;
- management.

All other positions are interchangeable.

The criterion for classifying positions is the minimum requirements for holding positions:

- high school certificate;
- 3-year certificate after high school;
- university education;
- university education and/or professional qualification.

GRADING

A civil servant's salary includes a salary determined on the basis of a salary scale, as well as allowances and indexation. Civil servants' salaries may be fixed for a specific position defined in the budget. Civil servants are also entitled to bonuses, allowances and other benefits in accordance with the law.

Wage rates are determined in the Wage Tables. Within the general salary table, each position has a scale or combination of scales, ranging from A1 (entry-level scale for positions with minimum employment requirements) to A16 (the highest scale for departmental directors).

The annual civil servants' salary in Cyprus consists of a basic salary (scales A1 to A16) or a fixed salary (in a managerial position) specified in the budget, increased by the approved salary supplement and other payments.

Each scale consists of steps according to which the sizes of official salaries are established (*Table 1*).

Table 1

**Example of the Salary
Table as of 2020**

Scale		Annual salary (€)			Monthly salary (€)		
Salary scale	Step	Gross annual salary for 13 months	The amount of salary for the year without taxes	The amount of salary paid	Gross monthly salary	The amount of the monthly salary without taxes	The amount of salary paid
A2	Decrease	14 887,21	13 171,96	13 171,96	1 145,17	1 004,68	1 004,68
	1η	16 517,54	14 567,15	14 567,15	1 270,58	1 111,07	1 111,07
	2η	16 596,71	14 635,06	14 635,06	1 276,67	1 116,25	1 116,25
	3η	16 675,75	14 702,59	14 702,59	1 282,75	1 121,40	1 121,40
	4η	16 754,79	14 770,37	14 770,37	1 288,83	1 126,57	1 126,57
	5η	16 833,96	14 838,16	14 838,16	1 294,92	1 131,73	1 131,73
	6η	16 915,21	14 907,85	14 907,85	1 301,17	1 137,05	1 137,05
	7η	17 017,00	14 994,83	14 994,83	1 309,00	1 143,68	1 143,68
	8η	17 194,71	15 146,80	15 146,80	1 322,67	1 155,27	1 155,27
	9η	17 526,08	15 430,77	15 430,77	1 348,16	1 176,92	1 176,92
	10η	17 857,32	15 713,98	15 713,98	1 373,64	1 198,52	1 198,52
	11η	18 188,69	15 997,96	15 997,96	1 399,13	1 220,17	1 220,17
	12η	18 520,06	16 281,30	16 281,30	1 424,62	1 241,78	1 241,78
	13η	18 851,30	16 565,15	16 565,15	1 450,10	1 263,42	1 263,42
A2	Decrease	14 943,50	13 219,77	13 219,77	1 149,50	1 008,33	1 008,33
	1η	16 580,46	14 621,46	14 621,46	1 275,42	1 115,21	1 115,21
	2η	16 680,04	14 706,53	14 706,53	1 283,08	1 121,70	1 121,70
	3η	16 779,75	14 791,74	14 791,74	1 290,75	1 128,20	1 128,20
	4η	16 879,46	14 877,33	14 877,33	1 298,42	1 134,72	1 134,72
	5η	17 000,49	14 980,71	14 980,71	1 307,73	1 142,61	1 142,61
	6η	17 203,55	15 154,69	15 154,69	1 323,35	1 155,87	1 155,87
	7η	17 619,29	15 510,52	15 510,52	1 355,33	1 183,00	1 183,00
	8η	18 035,16	15 866,60	15 866,60	1 387,32	1 210,16	1 210,16
	9η	18 450,90	16 222,30	16 222,30	1 419,30	1 237,28	1 237,28
	10η	18 866,64	16 578,25	16 578,25	1 451,28	1 264,42	1 264,42
	11η	19 282,51	16 934,08	16 934,08	1 483,27	1 291,55	1 291,55
	12η	19 711,51	17 297,19	17 297,19	1 516,27	1 319,24	1 319,24
	13η	20 344,48	17 826,19	17 826,19	1 564,96	1 359,57	1 359,57

Remuneration scales are built on the basis of minimum requirements for employment:

- for high school certificates entrance salary scales are A2-A5-A7 (ii),
- 3-year certificate after high school entrance salary scales are A5-second step-A7-A8 (i),
- for university education (e.g. finance, human resources, information technology) introductory salary scales are A8-A10-A11,
- for university education and / or professional qualifications, such as accountants and lawyers of the salary scale for admission are A9-A11-A12 and doctors with specialty are A13-A15 and without specialty are A11-A13.

Annually, the amount of remuneration of civil servants is compared with the market one.

Persons who are appointed to a civil service position for the first time are entitled to a salary in the amount provided for in the first step of the relevant salary scale. Civil servants have the right to be promoted step by step within one scale, which is carried out in accordance with the length of service.

Civil service positions are included in the relevant salary scale in accordance with the Service Plans approved by the Government. They set:

- job title;
- salary scale;
- responsibilities;
- requirements for the position;

Such plans are approved for all civil service positions.

Requirements for the position include: level of education, specialty, qualification and required work experience.

RESPONSIBLE GOVERNMENT AUTHORITY

The Ministry of Finance is the authority responsible for formulating and implementing public service personnel management policy.

Within the ministry, the Department of Public Administration and Personnel is directly responsible for public sector employees (civil servants, police, firefighters, military, teachers and artisans) and advises other employees of semi-governmental organizations and local authorities.

Department of Public Administration and Personnel of the Ministry of Finance:

- deals with issues of management and development of interchangeable personnel;
- is responsible for creating the institutional framework for the functioning of the civil service and the necessary guidelines for the organization and effective functioning of public services;
- is responsible for formulating and implementing policies for the administration of civil servants and the public sector in general.

The Civil Service Commission also functions as an independent authority that implements civil service policy on the basis of the Constitution and the Law on Civil Service and has the authority of permanent representation of the civil service, works in the field of appointment and promotion of civil servants, their business trips retirement, disciplinary control, including dismissal of civil servants.

LEGAL AND NORMATIVE REGULATIONS

- Law of the Republic of Cyprus “On Civil Service” as of 1990 (and subsequent amendments) – http://www.cylaw.org/nomoi/enop/non-ind/1990_1_1/full.html;
- Law on the State Budget -http://www.cylaw.org/nomoi/arith/2019_2_089.pdf;
- Public services (Earnings, benefits, etc.) Rules from 1995 to 2018 – https://www.mof.gov.cy/mof/papd/papd.nsf/dmlregulations_gr/dmlregulations_gr?OpenDocument;
- Service plan –[https://www.moh.gov.cy/mof/gpo/gpo.nsf/All/50826E065701E14CC22586B9001CC45D/\\$file/4340%2016%204%202021%20PARARTIMA%20%CE%9F%CE%93%CE%94%CE%9F%CE%9F.pdf](https://www.moh.gov.cy/mof/gpo/gpo.nsf/All/50826E065701E14CC22586B9001CC45D/$file/4340%2016%204%202021%20PARARTIMA%20%CE%9F%CE%93%CE%94%CE%9F%CE%9F.pdf);
- Salary Tables – National Open Data Portal [Національний портал відкритих даних \(data.gov.cy\)](http://data.gov.cy)

REPUBLIC OF ESTONIA



POSITION CLASSIFICATION

The position classification model was implemented in Estonia in 2013 as a part of civil service reform and a new HR planning, recruitment, and remuneration system. All civil service positions in government authorities are described through position classification by position families and levels according to one central model. Position evaluation and classification data together with salary information is recorded in central Human Resources Management System. The classification model is built up in a way that it is possible to compare the positions within civil service and with private sector.

Central position classification model provides state authorities common basis for position classification and supports them in making necessary decisions in HR planning and payroll management processes. It also helps to centrally analyse the salaries of civil servants and employees performing similar duties in different state authorities in order to create conditions for transparency and equal treatment.

The description of position families and levels is provided in the **State Position Classification**. For this purpose, families of positions are introduced, which provide a set of positions with a similar function and content. Position families are divided according to the complexity of the work to be performed. A total of 80 families of positions have been identified, each of which is divided into 2-7 levels according to the degree of responsibility. Examples of positions and brief descriptions of responsibilities, required education, previous work experience, etc. are provided for each level so that it would be easier for authorities to independently evaluate the positions and place them in classification model.

Example of a description of the position family “Human Resources Management” in the State Position Classification

Level 1 for Human Resources Management

Examples of positions: payroll clerk, HR assistant

Short description:

- (a) prepares personnel related documents;
- (b) inserts and processes personnel related data;
- (c) prepares statistical reports;
- (d) provides administrative support to HR specialists / manager;
- (e) required level of education: secondary education

Level 2 for Human Resources Management

Examples of positions: HR specialist, training specialist, recruitment specialist

Short description:

- (a) fills specialist tasks in certain area of human resources management;
- (b) works under senior specialist or HR manager;
- (c) advises organization's managers and employees in everyday HR related matters;
- (d) can be responsible for giving input to budget (for yearly training or recruitment budget);
- (e) required level of education and work experience: first level higher education and at least two years of previous work experience.

Level 3 for Human Resources Management

/.../

Level 4 for Human Resources Management

/.../

Level 5 for Human Resources Management

Examples of positions: HR manager in middle-size organization (51-500 employees)

Short description:

- (a) responsible for managing HR department in mid-size organization;
- (b) responsible for development and execution of organization's HR policy and strategy;
- (c) selects outsourcing and cooperation partners;
- (d) advises and provides trainings to managers on human resources management;
- (e) responsible for compiling and implementation of organization's HR budget;
- (f) required level of education and work experience: second level higher education and at least 4 years of working experience.

Level 6 for Human Resources Management

Examples of positions: HR manager in large organization (over 500 employees) or is responsible for HR processes management in ministry and it's governing area

Short description:

- (a) responsible for managing HR department in large organization or is responsible for HR processes management in ministry and it's governing area;
- (b) responsible for development and execution of organization's HR policy and strategy;
- (c) selects outsourcing and cooperation partners;
- (d) advises and provides trainings to managers on human resources management;
- (e) responsible for compiling and implementation of organization's HR budget;
- (f) required level of education and work experience: second level higher education and at least 5 years of working experience.

Positions and support positions of civil servants are divided into main groups on the basis of the basic requirements for employment at the place of work.

Typical positions are divided within the main and support positions of civil servants.

Main position groups of civil servants are the following:

- senior officials;
- middle-level officials;
- junior officials.

Main groups of official positions of civil servants are:

- civil servants;
- service workers;
- qualified workers and artisans;
- equipment operators and machine operators;
- unskilled workers.

It is allowed to use official names together with the specification that defines the task or area of activity. The director's name can be used in conjunction with the "general" appendix. The title of senior employee is allowed to use as addition to the following positions:

- manager;
- chief civil servant;
- leading civil servant.

In the group of junior officials, the assistant position, inspector, speaker, accountant and specialist may be used only together with the appendix "junior".

It is allowed to use other official titles that appear in the law in formations, and to determine whether the title belongs to the relevant main group of official titles.

The classification is coordinated centrally by the Ministry of Finance and reviewed annually. The classification model is the basis for remuneration and is structured in such way

that civil service positions can be compared with private sector positions. Classification model is centrally reviewed once per year to see if any new positions need to be included (in recent years for example on data management, service design or cyber security) and the ones not used anymore (mainly because of process automation) removed. Yearly calibration meetings with participation of all civil service agencies ensure that classification in the state is done accordingly to uniform principles and quality of classification data. The Ministry of Finance provides institutions with detailed instruction and training materials, comparative analysis, conducts trainings and provides technical instruments based on MS Excel to identify and assign the correct classification code to each position and determine the appropriate level of remuneration.

GRADING

Assessment of positions and distribution of positions families on grades is carried out on the basis of the following factors:

- education;
- experience;
- responsibility;
- complexity of tasks performed;
- number of subordinates;
- the scale of the danger for health and safety of workers.

Example of job family “Human Resources Management” provided in the Table 1.

Table 1

Example of Position level “Human Resources Management”

The position (job) family	Level	Points of the level
HRM assistants	1	121
HRM specialists	2	184
HRM senior specialists/ HRM manager in a specific field	3	244
HRM in small organization or field	4	323
HRM in middle-size organization (51-500 employees)	5	427
HRM in large organizations and ministries	6	492

A total of 7 grades are provided for civil service positions (Table 2)

Table 2

Grades for civil servants

Description of responsibility level	Grade	Position value points
Simple workers, technical support works	1	59-79
Beginner level specialists, qualified workers	2	91-121
Specialists, qualified workers	3	139-212
Senior specialists, top specialists	4	244-281

Experts, first and second level managers	5	323-371
Managers, function managers, division managers	6	427-750
Top managers	7	864-995

As the **remuneration system in Estonia is decentralized, an annual analysis of civil service salaries is conducted.**

The annual analysis provides:

- detailed comparison of salaries by classification and grading;
- overview of changes in principles of remuneration;
- overview of additional compensation paid to civil servants.

In addition, at the general level, the level of salaries in the civil service is annually compared with the private sector ones.

In general, the competitiveness of the level of civil service salaries in the central apparatus differs accordingly to the levels of responsibility. As a rule, the competitiveness of compensation decreases with increasing levels of responsibility. Heads of departments and senior civil service are underpaid compared to the same level of responsibility in the private sector. At the same time, assistants and support staff with a lower level of responsibility have more competitive salary compared to the private sector.

The grading system is equally applied in all government authorities.

RESPONSIBLE GOVERNMENT AUTHORITY

According to the “Civil Service Act”, the Ministry of Finance ensures the development of civil service, particularly:

- analyses the practice of implementation of laws governing the civil service, advises government authorities on these issues and answers to official letters and requests for clarification;
- collects, distributes and analyses information related to the development and management of the civil service, provides explanations about it, forms opinions and prepares recommendations;
- organizes the management of the state personnel base and the wage fund.

The Ministry of Finance is responsible for budget processes (including medium-term expenditures), civil service coordination (excluding senior civil service, which is responsibility of government office), coordination and relations with regional administrations, and coordination of certain public administration developments.

In accordance with the procedure, the Ministry of Finance reviews the classification once a year and, if any changes are required, proposes for the government to legalize them.

<https://www.rahandusministeerium.ee/et>

In addition, the Ministry of Finance has also developed a human resources management system of state personnel and salaries. It is part of the state information system and stores the personnel data, including classification by position and salaries. The responsible processor of the database is the Center of the State Support Service.

<https://www.rtk.ee/>

LEGAL AND NORMATIVE REGULATIONS

- Civil Service Act as of June 13, 2012
<https://www.riigiteataja.ee/en/eli/525032019003/consolide>
- The procedure for establishing the composition of official positions of state administrative authorities, the procedure for classification of official positions and classification of official positions, approved by the Government of the Republic as of November 08, 2012 №92 (Annex 4 – State Classification of Positions).
<https://www.riigiteataja.ee/akt/129052013018?leiaKehtiv>

GREECE¹



1 Information is taken from open sources and questionnaires

POSITIONS CLASSIFICATION

The classification of civil service positions is determined by the norms of *the Status Code of Civil Servants and Employees of the National Bank*. **The classification is carried out according to the level of education and is divided into the following categories:**

- category of special positions (SP);
- category of university education positions (UE);
- category of technological education positions (TE);
- category of compulsory education positions (CE)
- category of secondary education positions (SE).

SP positions are education provided by special provisions.

Positions in the UE category are positions for which the official qualification for appointment is defined as a degree or diploma of a department or faculty of the university sector of higher education in Greece or equivalent abroad.

Positions of the TE category are positions for which the official qualification for appointment is determined by the degree or diploma of the department or school of the technological branch of higher education of the country or other equivalent degree.

CE positions are those for which the official qualification for appointment is defined as a diploma of compulsory education (college equivalent).

SE positions are those for which the official qualification for appointment is defined as a diploma or degree from a secondary school or other equivalent school.

Positions or specialties of the UE or TE are also filled by holders of diplomas or degrees of higher or post-secondary education obtained in EU Member States, to which the Exchange Council has recognized professional equivalence.

GRADING

A new grading system in Greece has been introduced by the Law 4369/2016 since 2016. The system of civil servants' grades is determined by Article 25 of Law 4369/2016 and provides for grades from the first (initial) to the second (final).

The grade is determined taking into account the level of education:

- university education;
- technological education;
- school / secondary education;
- compulsory – primary education (table 1).

Table 1

Grading of civil service positions

Grade	University education	Technological education	School education	Compulsory-primary education
Initial	D	D	D	E
	C	C	C	D
	B	B	B	C
Final	A	A	A	B

The level of education also affects the time between grades promotion. Depending on the employee's education, the initial grade and the time required to advance to the next grade are determined (Table 2).

Table 2

Time needed to increase the grade

Grade	University education	Technological education	School education	Compulsory-primary education
E	-	-	-	2 years
D	2 years	2 years	2 years	10 years
C	5 years	6 years	8 years	10 years
B	6 years	6 years	6 years	Final (22 years)
A	Final (13 years)	Final (14 years)	Final (16 years)	-

Special cases of grades assignment:

- for employees of the category UE and TE, who have a doctorate, initial grade – B;
- for employees of the categories UE and TE, who have a postgraduate degree, the initial grade – C;
- for graduates of the State Institute of Professional Training initial grade – B, with an excess of study time in this grade and an additional one year in case of excellent study;
- all employees, without exception, must spend two consecutive years in the relevant initial grade, regardless of the additional formal qualifications (postgraduate studies, doctoral or graduation from state professional institute) that they acquire during these two years;
- for UE and TE employees who have obtained a doctorate or postgraduate degree, the time required for their promotion is reduced by six or two years, respectively;
- if the employee has a doctoral and postgraduate degree, only the doctoral degree is taken into account;
- if the employee has more than one postgraduate degree, the grade promotion is reduced by one additional year for each of the degrees, except for the first, regardless of whether he already has these degrees before appointment or acquires them later;
- if the employee receives a score in excess of or equal to 90 during the evaluation for two consecutive years, the time for promotion is reduced by one year.
- Features of reducing the time to increase the grade are shown in Table 3.

Table 3

Time reduce to the grade promotion

Category	Qualification	Reduce in years	Annotations
U.E., T.E.	PhD	6	
U.E., T.E.	PhD and master's degree	6	Master's degree isn't taken into attention
U.E., T.E.	Master's degree	2	
U.E., T.E.	2 or more master's degrees	2+1 (for every master's degree)	

SP	Graduation from the State Institute of Professional Training	2	
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Not taken into account to the grade promotion:

- time of non-performance of official duties;
- time of absence from work without a respectful reason;
- time of imposition of a fine for temporary suspension from work;
- unpaid vacation time, which is not the time of actual service;
- time of suspension of official duties;
- the period during which the employee was deprived of the right to promotion;
- a period equal to half the time required for promotion, in the case of disciplinary action and demotion;
- employees whose position is within a certain grade, without the necessary qualifications, are classified within the available grade, with the addition of one year to the time required for promotion to the next grade.

There is no comparison of wages on the civil service with the market, but there is a possibility of online calculation of the minimum wage, remuneration and contributions of civil servants, (<https://www.elke.uoc.gr/services/payroll/calculator.html?v=3>) based on the following criteria: category of employee, education, work experience, presence of children.

RESPONSIBLE GOVERNMENT AUTHORITY

General Secretariat of Public Sector Human Resources of the Ministry of the Interior implements civil service policy, is a national strategic agent for the development of human resources of public administration and local self-governance, ensures the introduction of functional changes and innovative methods as well as approaches in public administration and local self-governance.

NORMATIVE AND LEGAL REGULATION

- Civil Service Laws 1990 №–2 (as amended 136 (I) / 2020),
URL: http://www.cylaw.org/nomoi/enop/non-ind/1990_1_1/full.html
- Laws on the Evaluation of Candidates for Appointment to the Civil Service from 1998 to 2021 (as amended 103 (I) / 2021),
URL: http://www.cylaw.org/nomoi/enop/non-ind/1998_1_6/full.html
- Department of Public Administration and Personnel, website:
URL: https://www.mof.gov.cy/mof/papd/papd.nsf/index_gr/index_gr?OpenDocument
- Status Code of Civil Servants and Employees of the National Bank,
URL: <https://www.ypes.gr/kodikas-ypallilon-dimosioy-kai-n-p-d-d/>
- Law 4369/2016 (as amended by 4807/2021),
URL: <https://www.kodiko.gr/nomothesia/document/169375/nomos-4369-2016>

LATVIA



POSITION CLASSIFICATION

Positions classification is used for personnel management needs and remuneration system development. Classification provides for its assigning to relevant families, subfamilies and levels taking into account its descriptions and characteristics defined by **the Catalogue of positions of government and local authorities**.

The catalogue includes **57 families and subfamilies divided into levels**. Each level includes description of **responsibilities**.

Family is a set of positions with similar tasks and basic responsibilities of positions.

Subfamily is a set of positions with more narrowly specialisation, but clearly divided by the main function.

Levels within families and subfamilies characterize the main differences between them, taking into account the complexity of duties, responsibilities, management functions, level of communication and requirements for education and professional experience.

Job descriptions, regulations on structural subdivisions, regulations on government authorities and its structure, as well as other documents containing a description of job responsibilities are used for classification.

In the process of classification, a family / subfamily, and the level with the most clearly description of a relevant position is chosen. If responsibilities of a position correspond to several families (subfamilies), a position is classified on the basis of position responsibilities that predominate in scope and importance.

Family, subfamily and level corresponding to a position are determined by a head of government authority on recommendation by a chief of relevant structural subdivision and a specialist on personnel management.

If the staff size of a government authority are more than 10 positions, a working group is formed for classification the positions. The working group consists of 3-5 members and, in particular, includes a specialist in personnel management of a relevant government authority.

Family and level for the positions of state secretaries of a ministry are determined by the relevant member of the Cabinet of Ministers, and for the management positions of subordinate government authorities – by a head of the highest government authority.

In case of establishment of new positions, the government authority should classify the position within two weeks after its formation. If significant changes are made to position descriptions, the government authority reviews the classification results and, if necessary, makes changes.

The results of the classification of positions of a subordinate government authority are submitted for approval to the highest government authority (respective ministry), which evaluates them within two weeks.

If the results of the individual positions classification are not in compliance with the principles of classification, the highest government authority recommends a subordinate authority to review the classification of such positions. Then the results of the classification are transferred to the State Chancellery of Latvia. The State Chancellery processes them for compliance with the Catalogue and, if necessary, submits for revision.

In case there is no agreement between the State Chancellery and the relevant government authority on the classification of certain positions and the government authority does not agree with the proposal of the State Chancellery, the issue of their classification shall be considered by the Commission on the Remuneration in the Public Sector.

Positions evaluation is the next after classification. The Fontes job evaluation method is used for positions evaluation (the broader evaluation of jobs have been done in in 2003-2004, 2013 and 2018).

There are **three criteria** for positions evaluation according to this method:

1. **Education and professional experience:**

- level of education;
- professional experience.

2. **Job specification:**

- complexity of work;
- complexity of thinking/creativity;
- cooperation and management.

3. **Responsibility:**

- for working process and resources used;
- cooperation and management.

Next after the positions evaluation is grouping the points and forming grades. In Latvia a total number of grades is sixteen. Grade limits are defined by the minimum and maximum values shown in Table 1.

Table 1

Ranges of points for determining grades

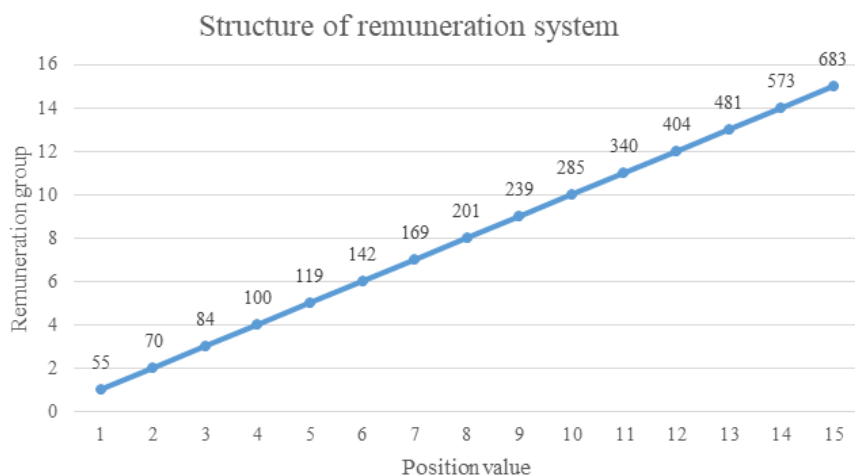
Grade	Minimum	Maximum	Midpoint
1	0	64	55
2	65	76	70
3	77	91	84
4	95	108	100
5	109	129	119
6	130	154	142
7	155	183	169
8	184	218	201
9	219	260	239
10	261	310	285
11	311	369	340
12	370	439	404
13	440	523	481
14	524	623	573
15	624	742	683
16	743	886	813

The range of salary in grades is determined on the basis of an **annual comparison of the level of salary in the civil service with the market**.

In Latvia the positions classification aimed at achieving a balance between position value and level of salary. The minimum value of the lower grade and the maximum value of the higher grade are tangent. At the equilibrium point of these values is the average value of the grades (Figure 1).

Figure 1

Average value of grade



The State Chancellery of Latvia annually calculates the salaries of top civil service officials for the next year. Not only salaries are determined, but also the maximum percentages of bonuses and entertainment expenses.

RESPONSIBLE GOVERNMENT AUTHORITY

The Latvian State Chancellery for Public Administration is responsible for updating the Catalogue of positions of government and local authorities and aligning grade values based on positions classification.

In case when government authority needs to update the Catalogue, it should submit appropriate proposals to the Latvian State Chancellery or develops a relevant draft act.

In 2018-2020, a large reform of salary system was drafted and proposed to Cabinet of Ministers by the State Chancellery. The aim was to raise competitiveness, fairness and transparency of the system. A new Job Catalogue was drafted, proposing new and revised position families, simplified description of position families and levels, as well as revised grade matrix. The reform is still due to be adopted by the Cabinet of Ministers.

LEGAL AND NORMATIVE REGULATIONS

- The Law of Latvia on Civil Service as of January 01, 2001 No. 331/333 (amended as of June 02, 2021).
URL: <https://likumi.lv/ta/id/222271#piel1>
- Regulations of the Cabinet of Ministers as of November 30, 2010 No. 1075 "On Approval the Catalogue of Positions of Government and Local Authorities" (amended as of 24 January 24, 2020).
URL: <https://likumi.lv/ta/id/222271-valsts-un-pasvaldibu-instituciju-amatu-katalogs>
- Regulations of the Cabinet of Ministers as of January 29, 2013 No. 66 "Regulations Regarding Work Remuneration of Officials and Employees of State and Local Government Authorities, and Procedures for Determination Thereof".
URL: <https://likumi.lv/ta/en/en/id/254560>
- Law on Remuneration of Officials and Employees of State and Local Government Authorities as of January 01, 2010:
URL: <https://likumi.lv/ta/en/en/id/202273>.

MOLDOVA



POSITION CLASSIFICATION

According to the level of powers, civil positions are divided into the following **categories**:
A) senior managerial level civil servants (positions) – carry out of senior management in public authorities.

B) managerial civil servants (positions) – organize, coordinate, direct and control activities, which provides realization of the prerogatives of government authority, under the leadership of a senior civil servant or a person holding a responsible public office.

C) executive/operative civil servants (positions) – positions that include the performance of ordinary administrative and professional tasks in government authorities.

The differentiation into 3 main categories was introduced *in 2011*.

When approving or changing staffing schedules, government authorities should use only the names of public positions provided for in the Unified Classifier of Civil Positions (Art. 3 LRM as of July 27, 2011 "On approval of the Unified Classifier of Civil Positions").

In the Unified Classifier of Civil Positions is contained: code of position, name of position, brief description of position responsibilities, minimum specific requirements.

In depending on the complication and character of the tasks, the level of importance and responsibility, each category of position is divided into **groups**, that specified in the Unified Classifier of Civil Positions.

According to the Unified Classifier of Civil Positions, civil service positions are divided into the following government authorities:

- in the Secretariat of the Parliament, the Office of the President of the Republic of Moldova, the State Chancellery (including territorial offices);
- in autonomous public authorities (central office and territorial divisions);
- in the Secretariat of the Constitutional Court and in the bodies of justice;
- in the central specialized bodies of public administration and other authorities
- Central Administrative (Central Office and Territorial Subdivisions);
- in bodies subordinated to specialized central bodies of state administration and subordinated to other central bodies of government (central office and territorial subdivisions);
- in local government authorities of the first and second level.

Within each of the levels are presented typical positions of three categories A, B and C.

EXAMPLE of typical positions of the I level of government authorities.

1. Category A: senior management civil positions have **one code** with indicating the level:

A01. General Secretary / Deputy Secretary General of the Parliament, Deputy Secretary General of the Government, General Secretary / Deputy Secretary General of the Office of the President of the Republic of Moldova.

2. Category: leading civil positions include **six codes**:

- B01. Head / Deputy Head of the Main Department;
- B02. Head / Deputy Head of Department;
- B03. Head of Department within the Main Department;
- B04. Head / Deputy Head of Division;
- B05. Head of Division within the Department;
- B06. Head of Service.

3. Category: executive civil positions include **nine codes**:

- C01. Chief Consultant;
- C02. Senior Consultant;
- C03. Consultant;

- C04. Chief Internal Auditor;
- C05. Senior Internal Auditor;
- C06. Internal Auditor;
- C07. Chief Specialist;
- C08. Senior Specialist;
- C09. Specialist.

There is also exist the register of positions in the budget sphere, that includes eight groups of professions according to the activities in the budget sphere, coded by letters as:

- 1) **Public administration (A);**
- 2) Justice (B);
- 3) National defense (C);
- 4) Public order and state security (D);
- 5) Education and research (E);
- 6) Culture, youth and sports (F);
- 7) Social assistance and health care (G);
- 8) Complex positions (H).

Each group of work includes several subgroups of positions, united by a number of common features. Subgroups of positions are coded by letters, that accord to the group of work and have a certain sequence number.

In each subgroup of positions there specified positions that accord to this category. Each of these positions is assigned a unique digital code.

GRADING

For the purposes of remuneration, the following concepts are defined:

group of work – group of positions, which accord to the certain branch of activity, and positions common to all areas of activity;

subgroup of positions – category of positions, which belonging to a certain group of work, united by a set of criteria, that reflect hierarchical level, the required level of education, level of complexity of tasks and level of responsibility;

scale of remuneration – form of hierarchy of basic salaries by positions and qualification categories. The scale of remuneration is structured by remuneration levels and remuneration classes;

remuneration level – a certain level in the scale of remuneration, which accord to a range of remuneration classes with a set of remuneration coefficient, covering a group of positions of similar importance according to the hierarchy obtained from the evaluation of positions that involve activities comparable from a managerial and / or operational point of view;

remuneration class – the level of the position location in the general hierarchy of positions on the scale of remuneration, which would accord to one of the coefficients of remuneration;

remuneration coefficient – numerical expression that corresponding to the remuneration class. Based on this coefficient, the basic salary for each position is calculated;

similar position – position of the same type within the same or another budget unit, which assumes the same conditions in terms of education, level of responsibility, complexity and working conditions.

The scale of remuneration in the budget sphere provides for the establishment of a basic salary for each position in accordance with the hierarchy of positions.

The compression coefficient for basic salaries in the budget sphere is from 1 to 15.

The Ministry of Finance conducts **systematic evaluations of positions** at least once every five years.

The evaluation of positions, that included in the register of budget sphere positions, their hierarchization and correlation with the purpose of the establish the basic salaries both between groups, as inside each of group, are based on the following **main criteria**:

- a) education, knowledge and experience;
- b) complexity, creativity and diversity;
- c) responsibility for decision making;
- d) management, coordination and supervision;
- e) communication;
- f) working conditions;
- g) physical and mental efforts.

Nine qualification grades are defined. In total, 3 in each category (senior management civil positions, leading civil positions, executive civil positions) – grade III, II, I.

The position evaluation system is the same in all government authorities with a general status. For civil servants with special status (army, internal affairs, diplomats, security) there could be some special features, as they have special legal framework.

An annual comparison of the level of salaries in civil service with the market is conducted.

Components of the monthly salary in the budget sphere

The monthly salary for the activity which carried out at the normal duration of working hours established by law, consists of:

a) a fixed part, which includes:

- *basic salary, which is set depending on:*

- work experience or degree of remuneration (in total 6 degrees – from 0 to 20 or more years of work experience)
- I degree – from 0 to 2 years – accord to remuneration class, that specified in the Annex;
- II degree – from 2 to 5 years – to remuneration class, provided for the I degree, the following two classes of remuneration are added;
- III degree – from 5 to 10 years – to remuneration class, provided for the I degree, three consecutive classes of remuneration are added;
- IV degree – from 10 to 15 years – to remuneration class, provided for the I degree, four consecutive classes of remuneration are added;
- V degree – from 15 to 20 years – to remuneration class, provided for the I degree, five consecutive classes of remuneration are added;
- VI degree – more than 20 years – to remuneration class, provided for the I degree, six consecutive classes of remuneration are added.
- remuneration coefficient
- level of education
- qualification category
- scientific degree

- *monthly allowance for professional level*

- *monthly allowance for scientific and / or scientific-pedagogical title* – is set in proportion to the time worked and is from 600 to 1200 lei for researchers and management. If a civil servant with a scientific degree works in others spheres, the allowance is from 300 to 600 lei, respectively;

- *monthly allowance for the honorary title* – is set for persons who have been awarded such honorary titles in the form of a fixed amount.

b) variable part, which includes:

- *allowance for achievements* – for the payment of the achievement allowance, funds are allocated annually within 10% of the annual amount of the basic salaries of the personnel entitled to receive the achievement allowance;

- *special allowances* – from 10% to 120% of annual salary.

Additionally, in depending on the circumstances, employees are entitled to:

- *compensatory allowances for work in unfavourable conditions* – up to 100% of the basic salary;

- *allowance for overtime work, night work and / or work on non-working holidays and / or weekends;*

- *allowance for participation in projects of development, which are financed from external sources* – up to 75% of the basic salary;

- *one-time bonus;*

- *annual bonus* – the maximum amount of managers' bonuses may not exceed 50% of the basic salary.

The basic salary is calculated by multiplying the established basic rate by the coefficient of remuneration, which corresponds to the class of remuneration for a certain position, determined in accordance with this Law.

The basic rate, which accord to coefficient of remuneration of 1,00 is set in the Law on the state budget for the year.

The basic rate is revised annually depending on the economic situation in the country and the capabilities of the national public budget, taking into account at least the projected level of inflation.

The size of the basic rate cannot be less than in the previous year.

RESPONSIBLE GOVERNMENT AUTHORITY

In accordance with the provisions of Law no. 136 of 07-07-2017 Regarding to the Government, of Decision no. 657/2009 for the approval of the Regulation on the organization and functioning, structure and staff of **the State Chancellery** (here and after– the Chancellery), the Chancellery elaborates, promotes and implements the state policy in the field of human resources in public administration and coordinates the implementation of human resources management ministries, other central administrative authorities subordinated to the Government and organizational structures within their sphere of competence.

At the same time, it is relieved that the subdivision of the Chancellery, which is directly responsible for the management of human resources at national level, is the civil service management and Human Resources direction. So, the nominated direction, along with other subdivisions of the State Chancellery, ensures the implementation of the state policy regarding to the management of the civil service and civil servants.

In the same vein, it is mentioned that the area of competence of civil servants' salaries belongs to the **Ministry of Finance of the Republic of Moldova**.

The Ministry of Finance of the Republic of Moldova is responsible for coordinating the process of implementation and evaluation of the state policy in the field of remuneration in the budget sphere, as well as the responsibility for maintaining the register of positions in the budget sphere.

LEGAL AND NORMATIVE REGULATIONS

- Law of the Parliament of the Republic of Moldova «On Civil Position and Civil Servant Status» as of July 04, 2008 No 158.
URL: <http://ilo.org/dyn/natlex/docs/SERIAL/81082/87963/F1055411747/MDA81082.pdf>
- Law of the Republic of Moldova «On Approval of the Unified Classifier of Civil Positions» as of July 21, 2011 No 155.
URL: https://www.legis.md/cautare/getResults?doc_id=84736&lang=ru
- Law of the Republic of Moldova «On the Unified Remuneration System in the Budget Sphere» as of November 23, 2018 No 270.
URL: https://www.legis.md/cautare/getResults?doc_id=125898&lang=ru
- Law of the Parliament of the Republic of Moldova «Regarding the Government» as of July 07, 2017 No 136.
URL: https://www.legis.md/cautare/getResults?doc_id=125861&lang=ru

AUSTRIA¹



¹ Information is taken from open sources and questionnaires

POSITION CLASSIFICATION

Civil servants are classified by groups of positions, their salaries are based on belonging to one of the following groups of positions:

1. a) General administrative services;
- b) Civil servants of the general administration and civil servants in the field of trade;
2. Candidates for judges, judges and prosecutors;
3. University professors;
- 3a. University teachers;
4. Teachers;
- 5.a) School quality management officials;
- b) School and technical inspectors;
6. a) Executive Service;
- b) Security guards;
7. a) Military;
- b) Staff officers;
8. Postal and communication service officials;
9. Nurses;
10. Telecommunications management officials.

Civil service positions are divided into **appointment groups (A1-A7)**. Each appointment group is divided into **functional groups depending on the functional direction**. The position is classified into one of **9 functional groups** («Funktionsgruppe»).

Each functional group has **functional subgroups** which are related to the length of service in the civil service (including previous professional experience considered in the appointment).

Consider positions classification and the remuneration system on the example of general administrative service positions, which are the most representative of the entire system of remuneration in the civil service.

More information on the civil service positions classification can be found by the link: <https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=10008470>.

Table 1

Positions classification of the general administrative service

Group of appointment	Functional groups	Required experience	Official name
A 1, if the requirement for higher education is met	GL, 1-6	none	Commissioner
	GL, 1-6	10 years	Adviser
	GL, 1-6	13 and a half years	Senior Adviser
	2 - 4	19 and a half years	Adviser
	5 and 6	17 and a half years	Adviser
	7 - 9	none	Adviser

A 1, if the requirement for higher education is being met	GL, 1-6	none	Commissioner
	GL, 1-6	12 years	Adviser
	GL, 1-6	15 and a half years	Senior Adviser
	2 - 4	21 and a half years	Adviser
	5 and 6	19 and a half years	Adviser
	7 - 9	none	Adviser
A 2	-	none	Revident
	-	10 years	Oberrevidentin or Oberrevident
	GL, 1 and 2	16 and a half years	District Adviser
	3 till 8	16 and a half years	Office Director
A 3	-	none	Controller
	-	10 years	Chief Controller
	GL, 1 and 2	17 years	Inspector -specialist
	3 till 8	17 years	Senior Inspector
A 4	-	none	Office Assistant
	-	10 years	Senior Office Assistant
	GL	17 years	Controller
	1 and 2	17 years	Chief controller
A 5	-	none	Office assistant
	-	17 years	Senior Office Assistant
A 6	-	none	Sentry
	-	17 years	Head of Department
A 7	-	none	Sentry
	-	17 years	Head of Department

Remuneration of civil servants is defined in the Federal Law on Wages. Wages are differentiated depending on the groups of positions.

The wage includes:

- salary, which is determined by the group of appointment and the level of wage;
- allowances (seniority allowance, functional allowance, assignment allowance, etc.);
- other additional and compensatory payments.

The amount of payments (in fixed amounts or as a percentage of the amounts) is set for each group of positions in the Law. The Law sets the size of salaries, the list and amounts of allowances, surcharges, compensation, and other payments and provides requirements for promotion in terms of wages within each group.

Determining the structure and size of wages in each group of positions has common features. In order to study approaches to the remuneration of civil servants, one representative group of positions can be considered as an example.

More information on remuneration system can be found by the link:

<https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=10008163>.

An example of the wage level of a civil servant of the general administrative service.

Table 2

Determining the size of the salary of a civil servant of the general administrative service

Wage level	Appointment group						
	A 1	A 2	A 3	A 4	A 5	A 6	A 7
Euro							
1	2 641,9	2 052,3	1 847,5	1 811,5	1 778,7	1 744,9	1 711,2
2	2 736,7	2 103,6	1 889,9	1 843,0	1 806,1	1 767,8	1 727,5
3	2 879,4	2 154,9	1 931,4	1 874,7	1 835,3	1 789,7	1 744,9
4	3 083,3	2 206,0	1 972,8	1 906,3	1 862,7	1 812,5	1 761,3
5	3 288,3	2 257,4	2 015,4	1 938,0	1 892,1	1 835,3	1 779,8
6	3 494,5	2 309,7	2 055,7	1 969,3	1 920,4	1 857,2	1 797,4
7	3 699,7	2 442,4	2 104,8	2 000,0	1 952,0	1 880,2	1 813,6
8	3 905,8	2 600,7	2 159,2	2 032,7	1 981,5	1 903,0	1 831,1
9	4 113,2	2 756,7	2 214,8	2 064,3	2 010,9	1 925,8	1 848,5
10	4 320,6	2 915,0	2 270,3	2 099,2	2 042,6	1 948,9	1 866,0
11	4 526,8	3 069,9	2 325,2	2 132,0	2 072,0	1 972,8	1 883,4
12	4 733,0	3 240,5	2 387,8	2 166,8	2 103,6	1 996,7	1 903,0
13	4 940,3	3 412,3	2 456,9	2 200,6	2 136,3	2 020,9	1 920,4
14	5 146,6	3 536,9	2 531,6	2 235,6	2 173,4	2 043,6	1 939,0
15	5 375,1	3 646,2	2 615,3	2 291,0	2 232,2	2 067,6	1 958,6

16	5 589,0	3 756,5	2 700,0	2 368,9	2 315,3	2 093,7	1 976,0
17	-	3 866,9	2 788,0	2 447,0	2 401,2	2 117,7	1 994,5
18	-	4 073,1	2 873,7	2 501,5	2 458,9	2 143,8	2 013,2
19	-	4 133,3	2 960,6	2 533,8	2 490,3	2 169,0	2 031,6

Wage starts at level 1. If the amount of the civil servant's wage is not specified in the table, the lowest salary level in the same appointment group for which the amount is assigned is taken as a basis. The position classification remains unchanged. Internship is crucial for classification and further promotion.

The transition to the next higher level of wage takes place on the first day of the month following the day when the civil servant completes two years of service in a position with one level of pay.

Work experience before entering the civil service is credited in accordance with the law. Any change in seniority takes effect immediately for classification and affects the level of wages.

Fixed wage

Civil servants in functional group 7, 8 or 9 of group A 1 are entitled to a fixed wage instead of a wage in accordance with the previous provision.

1. In functional group 7:

a) for the first five years - 9 373,3 €;

b) from the sixth year - 9 930,6 €.

2. In functional group 8:

a) for the first five years - 10 034,2 €,

b) from the sixth year - 10 592,8 €.

3. In functional group 9:

a) for the first five years - 10 592,8 €;

b) from the sixth year - 11 368,6 €.

Civil servants of category A1 of functional groups 7-9 receive a fixed wage and 13.65% of its amount as compensation for additional and overtime work.

Civil servants are also entitled to allowances, surcharges, and other additional and compensatory payments, for example:

1) Allowance for years of service

A civil servant is entitled to a bonus for years of service ("kleine Daz") after two years of work with the highest wage in the relevant group. The long-service bonus increases after four years at the highest wage level ("große Daz").

Table 3

Determining the size of the allowance for years of service

	Appointment group							
	A 1 (in accordance with the requirements)	A 1 (in accordance with the requirements)	A 2	A 3	A 4	A 5	A 6	A 7
	Euro							
Kleine Daz	108,7	102,0	273,3	108,7	40,4	40,4	32,5	24,6
Große Daz	433,4	408,7	362,8	174,7	62,6	66,1	52,7	37,9

2) Functional allowance

A civil servant of the general administrative service is entitled to a functional allowance if he / she is assigned responsibilities that are assigned to another functional group.

Table 4

Determining the size of the functional allowance

Appointment group	Functional group	Functional levels			
		1	2	3	4
		Euro			
A 1	1	61,6	182,4	340,5	388,7
	2	303,5	486,0	1091,9	1818,7
	3	328,2	600,3	1314,8	2 176,0
	4	349,4	764,9	1431,2	2 294,7
	5	802,9	1410,0	2517,4	3 430,1
	6	967,5	1630,5	2759,3	3 648,6
A 2	1	36,9	61,6	85,1	109,7
	2	61,6	97,4	122,0	182,4
	3	207,2	292,3	424,5	848,9
	4	267,5	364,0	607,0	1 091,9
	5	328,2	424,5	727,9	1 273,4
	6	364,0	486,0	848,9	1 431,2
	7	424,5	607,0	970,9	1 576,7
	8	855,6	1 141,1	1711,2	2 395,4
A 3	1	36,9	49,4	61,6	72,8
	2	61,6	79,5	97,4	122,0
	3	97,4	145,6	243,1	424,5
	4	133,2	182,4	303,5	486,0
	5	182,4	243,1	364,0	546,4
	6	243,1	303,5	424,5	607,0
	7	303,5	364,0	509,6	667,3
	8	364,0	486,0	607,0	727,9
A 4	1	30,3	36,9	43,6	49,4
	2	61,6	97,4	145,6	243,1
A 5	1	30,3	36,9	43,6	49,4
	2	43,6	54,8	67,2	79,5

3) Allowance for assignment of duties

A civil servant of the general administrative service is entitled to an allowance if he/she works in a position in the highest group of the general administrative service, without being assigned to this group.

Table 5

Determining the size of the commitment allowance

The level of wages	Destination group					
	A 2	A 3	A 4	A 5	A 6	A 7
	Euro					
1	246,5	99,7	19,0	18,0	18,0	18,0
2	220,7	104,1	24,6	19,0	21,2	21,2
3	226,2	108,7	30,3	21,2	23,5	23,5
4	242,0	114,1	34,7	22,5	26,9	26,9
5	272,1	118,7	40,4	24,6	29,0	29,0
6	338,2	124,4	44,8	25,8	32,5	31,4
7	375,2	153,5	53,7	25,8	36,9	34,7
8	398,6	203,9	66,1	26,9	41,5	36,9
9	422,2	254,2	77,2	27,9	44,8	40,4
10	446,9	304,7	88,5	29,0	48,2	43,6
11	472,7	355,1	99,7	31,4	51,4	45,9
12	491,6	406,5	113,0	33,6	54,8	49,4
13	508,6	459,2	130,0	33,6	60,5	51,4
14	549,9	492,7	150,0	32,5	67,2	54,8
15	598,0	505,1	163,4	30,3	85,1	57,2
16	647,3	517,4	166,9	26,9	114,1	60,5
17	696,6	528,6	171,3	24,6	144,5	63,9
18	726,7	573,3	187,0	22,5	161,3	67,2
19	732,4	611,5	201,6	22,5	162,4	69,4

The amounts of benefits to which civil servants are entitled are announced by the Federal Minister for Arts, Culture, Civil Service and Sports and published in the Federal Bulletin based on data issued by the Federal Statistical Office of Austria.

RESPONSIBLE GOVERNMENT AUTHORITY

The Federal Ministry of Arts, Culture, Civil Service and Sports provides general staffing issues for civil servants, as they do not fall within the scope of **the Federal Ministry of Finance**, which include, in particular:

- Law on Service and Wages, Pension Law, Procedures of Service Law and Organizational Measures of Service Law;
- Federal staff plan and performance appraisal;
- Control of the staff number;
- Issues of general education and civil servants training;
- General issues of professional representation of civil servants;
- General wage issues, as well as information and reporting of staff.
- General issues related to the recruitment of federal servants and taking measures to promote mobility in the federal service (mobility management).

LEGAL AND NORMATIVE REGULATIONS

- Law on Wages
<https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=10008163>
- Law on Civil Service
<https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=10008470>
- Law on Federal Ministries
<https://www.ris.bka.gv.at/GeltendeFassung.wxe?Abfrage=Bundesnormen&Gesetzesnummer=10000873>

THE REPUBLIC OF POLAND



POSITION CLASSIFICATION

In the Republic of Poland, the civil service is divided into **three main categories**:

1. Civil service employees employed on the basis of an employment contract.
2. Civil servants employed on the basis of nomination (permanent officials). Designated civil servants as a priority group have some additional rights compared to other civil servants as well as additional requirements and limitations (regarding e.g. additional income generating activities, overtime). This status can be obtained in two ways: by passing the qualification procedure (state exam) and by graduating from the Lech Kaczyński National School of Public Administration (a public school directly subordinated to the Prime Minister).

Persons holding senior positions are employed on the basis of appointment.

The distribution of positions in the civil service of the Republic of Poland is carried out by dividing them by **professional direction**.

3. Groups of positions are classified into groups according to the levels of authorities, as well as examples of typical positions and qualification requirements for them (Table 1).

Civil service positions are classified into **6 groups**:

- Senior positions in the civil service;
- Middle management positions in the civil service;
- Coordination positions in the civil service;
- Independent positions in the civil service;
- Specialist positions in the civil service;
- Supporting positions in the civil service.

Table 1

Classification of civil service positions and their qualification requirements

Position group	Position	Qualification requirements
Senior positions in the civil service	director general of the office, director of a department or equivalent unit, deputy director of the department or equivalent unit	in accordance with specific regulations
Middle management positions in the civil service	director of regional branch, (branch or equivalent unit), deputy director of regional branch (branch or equivalent unit), deputy director (head) of an office subordinated to the minister or to the central government administration body	higher education
	chief accountant of the ministry	in accordance with specific provisions, as for the chief accountant of a division of the public finance sector
	chief accountant, deputy chief accountant	in accordance with specific regulations

Coordination positions in the civil service	head of unit, or equivalent unit, deputy head of unit, or equivalent unit, head of team (independent section, section, branch, archives), deputy head of unit, or equivalent unit, deputy head of team (independent section, section, branch, archives), head of the laboratory	higher education
	plenipotentiary for the protection of classified information, deputy plenipotentiary for the protection of classified information	in accordance with specific regulations
Independent positions in the civil service	chief legislation specialist	higher education and law and specific (postgraduate studies on legislation drafting) or higher education in law and 4 years' working experience in legislative drafting
	counsellor general, counsellor, chief specialist, chief programmer, chief IT specialist	higher education
	internal auditor, legal counsellor, chief inspector monitoring educational quality	in accordance with specific regulations
	head of security secretariat / registry control officer	secondary education, or secondary branch/specialised education
Specialist positions in the civil service	senior specialist, senior designer, senior programmer, senior IT specialist, senior archivist, specialist, referendary, programmer, designer, junior specialist	higher Education
	psychologist, senior inspector monitoring educational quality	in accordance with specific regulations
	specialist for legislation	higher education and law and legislative application (postgraduate studies on legislation) or higher education in law and 2 years of work related to legal acts development
	specialist	higher specialized education and its application or higher specialized education and 2 years of work related to the field of work
	inspector monitoring educational quality	in accordance with specific regulations
	legal clerk, legal-administrative clerk	higher education in law or in administration
	independent clerk, independent accountant, senior statistician, senior auditor, senior clerk, senior accountant, senior inspector, senior assistant	general or vocational secondary education

Supporting positions in the civil service.	statistician, auditor, clerk, underrefendary, accountant, inspector, IT specialist, assistant, archivist, analyst, junior accountant, junior IT specialist, junior programmer, junior archivist, secretary	general or vocational secondary education
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Groups positions developed different levels of responsibility and complexity of the tasks performed in positions belonging to a particular group of posts.

GRADING

Grading of civil service positions in the Republic of Poland is carried out on the basis of **evaluation of civil service positions using the analytical-scoring method.**

Each position is evaluated according to criteria and levels.

I. Competences:

1. Criterion: education;
2. Criterion: knowledge of foreign languages;
3. Criterion: professional experience;
4. Criterion: interpersonal skills.

II. Characteristic of the job:

1. Criterion: the role of the position in the organization (independence of the position / initiative, level of specialization);
2. Criterion: complexity of tasks and creativity;
3. Criterion: planning time perspective;
4. Criterion: factors that hinder work;

III. Responsibility:

1. Criterion: responsibility for subordinate staff and/or co-workers;
2. Criterion: influence on decision-making;

IV. Powers of attorney.

Civil Service Corps members: persons holding Senior Position + Civil Service employees + nominated Civil Servants.

The remuneration of a Civil Service employee consists of a basic salary provided for a given position and a bonus for long-term employment with the Civil Service.

The remuneration of a nominated Civil Servant consists of a basic salary provided for a given position, a bonus for long-term employment with the Civil Service and a Civil Service bonus based on the service rank held.

The remuneration of the person holding Senior Position in the Civil Service consists of a basic salary, position allowance and a bonus for long-term employment with the Civil Service.

The basic salary envisaged for a given position, position allowance and the Civil Service bonus are calculated with the application of multipliers of the base amount.

Base amount is determined annually in the Budget Law.

Multipliers of the base amount are determined in the regulation of the Prime Minister.

Bonus for long-term employment: 1% increase in salary for each year of service after 5 years of work, up to a maximum 20% after 20 years of service.

Civil Service bonus depends on service rank: it starts from 0,47 of base amount (I service rank) to reach 2,05 of base amount (IX service rank)

Position allowance: for carrying out managerial tasks (additional responsibility, duties at a higher level of complexity).

Within the ministry or government authority, the head of each department may propose changing these factors for individual employees with the consent of the director general or head of the government authority.

In addition, Civil Service Corps Member receive additional payments:

- Thirteenth salary (additional remuneration once a year)
- Anniversary award (a one-time bonus is provided to Civil Service Corps Member after reaching 20, 25, 30, 35, 40 and 45 years of service);
- Single severance pay – payment given upon termination of employment as a result of retirement or acquisition of the disability pension; it amounts to triple months' remuneration or six months' remuneration after at least 20 years of service.

Employees may also receive the following benefits:

- Award from an award fund for special / particular achievements in professional activity (prize);
- Task bonus (bonus for carrying out additional tasks entrusted by the employer; paid only for the period of performing additional tasks);
- Benefits and bonuses linked to the special nature of tasks performed and risky conditions in which they are performed. Only some categories of Civil Service corps members are entitled (e.g. tax executors, inspectors employed in mining offices).

The level of remuneration of civil servants is generally quite competitive compared to the private sector. For most positions (excluding senior management), there are slight gaps between remuneration in public and private sectors. However, high-level management positions are generally more seriously underpaid compared to equivalent positions in the private sector.

The base salary for the position, the civil service allowance and the functional allowance are determined using the coefficients of the base amount, the amount of which is determined in accordance with certain rules set out in the Budget Law (Table 2).

Table 2

Table of the multipliers of the base amount for determining of the basic salary of the Civil Service Corps members

Position group	Multiplier of the base amount
Senior positions in the civil service	2,2–8,0
Middle management positions in the civil service	1,5–7,0
Coordination positions in the civil service	1,0–6,0 1,3 – 6,0 from 1/01/2022
Independent positions in the civil service	1,0–6,0 1,3 – 6,0 from 1/01/2022
Specialist positions in the civil service	1,0–3,5 1,3 – 4,5 from 1/01/2022
Administrative positions in the civil service	1,0–2,7 1,3 – 3,4 from 1/01/2022

Member of the Civil Service receives an anniversary award in the amount of:

- after 20 years of work - 70% of monthly salary;
- after 25 years of work - 100% of monthly salary;
- after 30 years of work - 150% of monthly salary;
- after 35 years of work - 200% of monthly salary;
- after 40 years of work - 300% of monthly salary;
- after 45 years of work - 400% of monthly salary.

Civil servants who perform their duties in an exemplary manner, show initiative and improve their work, may be awarded bonuses and distinctions specified by the Labour Code.

The award fund of minimum 3% of the planned remuneration remains at the disposal of the directors general or the heads of government authority and may be increased by them as part of the remuneration resources.

The Prime Minister may also specify other benefits and allowances, as well as the conditions and procedure for their provision, based on the need to increase the efficiency of the tasks performed by members of the civil service.

The limit on the appointment of nominated civil servants for a certain financial year and financial resources for remuneration and training of members of the civil service are set in the Budget Law.

Each year, the Council of Ministers establishes a three-year plan determining the limit of the nomination of civil servants and submits it to the Parliament for information at the same time as the draft Budget Law.

RESPONSIBLE GOVERNMENT AUTHORITY

The Civil Service Department is an organizational unit of **the Chancellery of the Prime Minister** that deals with civil service issues, primarily personnel issues, human resources management and professional development. This authority is responsible for the recruitment system to the public service. Its analytical group collects data on the civil service. They also support the Head of the Civil Service (central organ of government administration competent in the civil service issues) in the performance of his official duties and provide organizational and administrative support to the Civil Service Council and the High Disciplinary Commission of the Civil Service (<https://www.gov.pl/web/sluzbacywilna/dsc>).

The Office of the Prime Minister determines:

- list of civil service positions, their classification;
- professional qualifications of employees required to perform work in positions, to the extent not regulated in certain provisions;
- multipliers to determine the basic salary of members of the civil service;
- rules of assessment of civil servants and the coefficient of the civil service allowance for each grade;
- multipliers to determine the functional allowance;
- conditions for providing and paying assistance;
- conditions for determining the right to an anniversary award and its payment – taking into account the nature of the work performed by members of the civil service, and the need to ensure the appropriate level of performance of their tasks.

LEGAL AND NORMATIVE REGULATIONS

- Law of November 21, 2008 "On Civil Service" (amended) .
URL: <http://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20210001233>
- Regulation of the Prime Minister of January 29, 2016 "On determination of officials' positions, required professional qualifications, the service ranks of Civil Servants, multipliers to calculate payments and on detailed principles of fixing and paying other benefits allowed to some categories of Civil Service Corps members" (amended).
URL: <http://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20180000807>
- Law of September 16, 1982 "On employees of state institutions" (amended)
URL: <http://isap.sejm.gov.pl/isap.nsf/DocDetails.xsp?id=WDU20200000537>

SPAIN¹



1 Information is taken from open sources

POSITION CLASSIFICATION

The structure of the civil service system is mixed.

Positions of civil servants and contract servants are divided into groups and subgroups according to the following criteria:

- requirements for entering the civil service;
- selection procedures;
- functions.

Positions are classified into **3 groups (A, B, C)** and subgroups according to the level of responsibility and required qualifications.

- **Group A** – is divided into two subgroups **A1 and A2**, higher education is required (except for the cases where it is not required by law).
- **Group B** – has no subgroups, senior technical specialist is required.
- **Group C** – is divided into two subgroups **C1 and C2**, the required qualification for C1 subgroup is technical specialist, while C2 requires secondary education (Table 1).

Table 1

Classification of civil service positions by groups and subgroups

Group	Subgroup	Qualification
A	A1	higher education
	A2	
B	–	senior technical specialist
C	C1	Bachelor's degree or technical degree
	C2	compulsory secondary education
Other groups		no formal qualification requirements

Classification of civil service positions by groups and subgroups helps to:

- accurately determine the number and type of staff required;
- clearly define the criteria for position selection;
- determine salaries.

The Spanish civil service has adopted the HAY Group system, which takes into account three **main factors** necessary for the effective performance of functions in each position:

- competence (abilities, skills);
- problem solving (creativity);
- responsibility.

Evaluation of newly created positions is carried out by comparing them to other positions similar in content and workload. Regarding payment, civil service positions are divided into **30 levels**. Each year, the Budget Law sets the amount of money intended for salaries for the civil service workers on each of the 30 levels, taking into account the groups of positions.

Level intervals:

- group A - from 22 to 30;
- group B - from 18 to 26;
- group C - from 14 to 22;
- group D - from 12 to 18;
- group E - from 10 to 14.

Table 2 illustrates the level of remuneration of civil servants in accordance with the levels of positions.

Table 2

The level of wages of civil servants in accordance with the position level

Level	Salary (Euro)	Level	Salary (Euro)	Level	Salary (Euro)
1	1.206,00	11	3.122,40	21	6.219,96
2	1.427,04	12	3.417,60	22	6.699,36
3	1.648,20	13	3.712,80	23	7.179,96
4	1.869,00	14	4.008,24	24	7.659,48
5	2.090,16	15	4.302,72	25	8.139,72
6	2.237,64	16	4.598,28	26	9.174,48
7	2.385,24	17	4.892,64	27	10.457,16
8	2.532,60	18	5.187,84	28	10.937,76
9	2.680,56	19	5.482,92	29	11.417,52
10	2.827,80	20	5.777,76	30	12.729,24

The promotion of civil servants is possible after two years of uninterrupted service at the same or higher position level (or three years with a break).

RESPONSIBLE GOVERNMENT AUTHORITY

The authority responsible for determining personnel policy and human resources management at the central level is **the Directorate General for the Civil Service**, which centralizes the system, leaving only a few functions to ministries and other autonomous authorities.

The basic functions of the Directorate General are: development of the remuneration system, control over the payment of salaries, management of the state pension, standardization of recruitment and qualification requirements, provision of professional training, establishment of the positions classification system, centralized employment offer and organization of most competitions.

NORMATIVE AND LEGAL REGULATION

- Civil Service Code
<https://www.boe.es/legislacion/codigos/codigo.php?id=3&modo=1¬a=0&tab=2>
- Law 11/2020 as of December 30 on the General State Budget for 2021
<https://www.boe.es/buscar/act.php?id=BOE-A-2020-17339&p=20210120&tn=2>
- Law 30/1984 as of August 02 on Measures to Reform the Public Function
<https://www.boe.es/buscar/doc.php?id=BOE-A-1984-17387>
- Law of the Basic Statute of Civil Servants
<https://www.boe.es/buscar/act.php?id=BOE-A-2015-11719>

FEDERAL REPUBLIC OF GERMANY



POSITION CLASSIFICATION

There are **two types of employee positions** in the German civil service:

civil servants – are hired for termless work for a certain functional area;

public employees – are hired for temporarily perform a certain function.

The classification of civil service positions depends on the requirements for the position: the higher the level of education and the level of complexity, relevance and responsibility of tasks, the higher the level of classification.

According to the qualification requirements, civil service positions are divided into four levels: **regular service (einfacher Dienst)**, **intermediate service (mittlerer Dienst)**, **higher intermediate service («gehobener Dienst»)**, **higher service (höherer Dienst)**, which is divided into higher technical and non-technical service (Table 1).

Table 1

Levels of civil service positions

Level name	Education requirements
Regular service ("einfacher Dienst")	secondary school certificate
Intermediate service ("mittlerer Dienst")	secondary school certificate or vocational training
Higher intermediate service ("gehobener Dienst")	qualification for admission to a technical university (for preparatory service with training) / diploma of technical college (for preparatory service without training)
Higher service ("höherer Dienst")	master's degree or equivalent degree

In addition, there are **managerial level positions**, which include: Secretaries of State, Directors General, Directors, Heads of Departments, Presidents of the Highest Federal Authorities.

The remuneration of civil servants, judges and military personnel is governed by the Federal Civil Servants’ Remuneration Act (Bundesbesoldungsgesetz, BBesG).

Salaries of civil servant includes:

- Basic salary (depending on the office conferred and the experience level).
- Family allowance, except for increased amounts for classes A3-A5 (depending on marital status and number of children).
- Official allowances (depending on the position held and the specific activity performed).

The basic salary is the main element of remuneration. It is based on the pay grade of the assigned office and therefore does not depend on what function the civil servant actually performs. The basic salary is based on grades. The grading of civil service positions depends on the requirements for the position: the higher the level of education and the level of complexity, relevance and responsibility of tasks, the higher the level of classification.

Grades are defined in federal pay scales.

There are four scales of remuneration:

A and B – regulates the payment of civil servants and the military;

W – regulates the payment to professors and teachers of higher educational institutions;

R – regulates the payment of Judges and Prosecutors.

Civil servants of classes A2-A16 (the vast majority of all civil servants and servicemen) receive a salary with additional payments, while civil servants of classes B1-B11 receive a fixed salary. Scheme B applies to civil servants and military personnel in management positions (for example, Secretaries of State, Directors General, Deputy Directors General, Heads of Departments, Presidents of Higher Federal Authorities, Generals, etc.). Remuneration scheme R (for Judges and Prosecutors) contains both an additional part and a fixed salary.

The basic salary of civil servants is determined by the scales of remuneration A and B.

Scale A assigns such pay grades at different stages of civil servants’ career development according to the classification (Table 1):

- regular service (“einfacher Dienst”): grades A2-A6;
- intermediate service (“mittlerer Dienst”): grades A6-A9;
- higher intermediate service (“gehobener Dienst”): grades A9-A13;
- higher service (“höherer Dienst”): grades A13-A16.

Scale B applies to civil service positions where managerial functions are performed – Secretaries of State, Directors General, Directors, Heads of Departments, Presidents of the Highest Federal Authorities.

Federal norms on remuneration of civil servants on a scale A as of 2020 are shown in Table 2.

Table 2

Federal norms on remuneration on a scale A

Group	Basic salary (monthly amount in euros)							
	1 level	2 level	3 level	4 level	5 level	6 level	7 level	8 level
A 3	2 301,21	2 353,13	2 405,07	2 446,88	2 488,68	2 530,48	2 572,30	2 614,10
A 4	2 349,36	2 411,41	2 473,48	2 522,89	2 572,30	2 621,71	2 671,10	2 716,73

A 5	2 367,07	2 444,34	2 506,40	2 567,24	2 628,06	2 690,14	2 750,92	2 810,47
A 6	2 417,74	2 507,71	2 598,89	2 668,57	2 740,79	2 810,47	2 887,74	2 954,88
A 7	2 538,10	2 617,92	2 723,09	2 830,73	2 935,88	3 042,30	3 122,12	3 201,92
A 8	2 685,05	2 781,34	2 916,87	3 053,72	3 190,51	3 285,53	3 381,81	3 476,83
A 9	2 897,87	2 992,89	3 142,39	3 294,40	3 443,86	3 545,48	3 651,19	3 754,27
A 10	3 101,83	3 232,31	3 421,09	3 610,70	3 803,84	3 938,26	4 072,64	4 207,09
A 11	3 545,48	3 745,12	3 943,47	4 143,12	4 280,13	4 417,15	4 554,17	4 691,22
A 12	3 801,25	4 037,44	4 274,93	4 511,11	4 675,53	4 837,33	5 000,45	5 166,19
A 13	4 457,62	4 679,45	4 899,96	5 121,81	5 274,49	5 428,48	5 581,13	5 731,19
A 14	4 584,18	4 869,95	5 157,05	5 442,81	5 639,84	5 838,22	6 035,24	6 233,61
A 15	5 603,31	5 886,70	6 058,73	6 255,79	6 452,84	6 648,57	6 844,31	7 038,72
A 16	6 181,40	6 481,55	6 708,59	6 935,65	7 161,40	7 389,78	7 616,82	7 841,28

Federal norms on remuneration of civil servants on a scale B as of 2020 are shown in Table 3.

Table 3

Federal norms on remuneration on a scale B

Level	Basic salary (monthly amount in euros)
B 1	7 038,72
B 2	8 176,63
B 3	8 658,13
B 4	9 161,83
B 5	9 739,93
B 6	10 289,32
B 7	10 819,10
B 8	11 373,67
B 9	12 061,37
B 10	14 197,53
B 11	14 808,25

Federal pay scale A includes eight steps for each pay grade. Civil servants move up in steps the longer they are in the service. The required length of service to move to the next step starts at two years, then increases to three and four years.

If performance is not satisfactory, the civil servant may remain at the same step. The required length of service to move to the next step starts at two years, then increases to three and four years. This takes into account the fact that experience is gained more rapidly at the beginning of a career. Civil servants who have professional experience within and outside the public service and additional qualifications may start at a higher step. If performance is permanently outstanding, the civil servant may be paid at a higher step in pay scale A before serving for the required length of time (performance step).

Promotions to higher pay grades are granted according to aptitude, qualifications and

professional achievements, that is, performance. In most cases, they entail a change of post. Before the promotion is granted, the civil servant works in the higher post on probation. Since civil servants are assigned to established posts, promotion requires that a suitable higher post is available.

This decision is made on the basis of performance appraisals. Performance appraisals of civil servants include an assessment of professional achievements, aptitude and qualifications. In order to gain an informative, objective and consistent picture of civil servants' performance, criteria for performance appraisals are set out in guidelines. Performance appraisals are carried out regularly at least every three years or on specific occasions.

Criteria for evaluating positions at the legislative level are not defined, however, some factors may apply.

Position evaluation is based on 6 factors:

- Data processing.
- Complex of communication.
- Independence.
- Responsibility.
- Education.
- Experience.

Factors are evaluated in points. The sum of points makes the general estimation of a position.

A similar system of remuneration is applied to civil servants hired under the contract, at the same time the evaluation of the position involves the use of 4 factors:

- Professional knowledge.
- Responsibility.
- Especially importance.
- Number of subordinate employees.

Wage tables are adjusted annually according to the economic situation in the federal government or states and are established by law.

Remuneration of Public Employees

Public employees are employed on the basis of an employment contract. This employment contract is based on the general rules of German labour law and on the specific rules of the relevant collective agreements.

The law governing collective agreements for the public service specifies almost all major terms of employment. In contrast to civil servants, public employees are not recruited to a particular career path, but to a specific function. The function is assessed in accordance with criteria set out in the collective agreement and is the sole basis for placing the employee in a specific pay group. For advancement to a higher pay group the employee must be assigned a higher ranking function.

Remuneration of public employees is governed by collective agreements negotiated between the public employers at federal, state and local level and the responsible unions. Unlike civil servants who are paid in line with the maintenance principle, public employees are compensated by the employer for work performed.

To federal employees the collective bargaining agreement for the public service applies (Tarifvertrag für den öffentlichen Dienst, TVöD).

Public employees receive monthly scheduled pay. The relevant tables can be found in the annexes to the TVöD which are adjusted regularly according to the results of negotiations with the unions (Tables 4 and 5).

Table 4

**Table TVöD Bund Valid from 1 April 2021 to 31 March 2022
(monthly in Euro)**

Salary group	Basic salary			Salary development		
	1 step	2 step	3 step	4 step	5 step	6 step
15	4.928,35	5.263,48	5.637,30	6.147,62	6.672,58	7.017,95
14	4.462,65	4.766,11	5.162,41	5.602,17	6.092,39	6.444,31
13	4.113,41	4.445,99	4.824,60	5.235,66	5.719,35	5.981,85
12	3.686,55	4.069,25	4.516,49	5.012,74	5.595,03	5.871,32
11	3.558,11	3.910,10	4.240,84	4.599,68	5.090,78	5.367,08
10	3.430,51	3.706,30	4.019,82	4.359,85	4.738,50	4.862,83
9c	3.301,91	3.540,82	3.839,03	4.163,95	4.516,23	4.629,31
9b	3.173,30	3.282,46	3.555,82	3.855,78	4.185,91	4.462,19
9a	3.044,70	3.248,34	3.304,35	3.493,66	3.840,53	3.977,78
8	2.858,91	3.049,92	3.182,23	3.314,31	3.455,98	3.524,11
7	2.685,53	2.905,60	3.036,70	3.169,00	3.293,78	3.360,79
6	2.636,00	2.817,11	2.944,11	3.069,78	3.193,22	3.256,10
5	2.530,74	2.706,42	2.825,08	2.950,74	3.067,50	3.127,85
4	2.413,07	2.590,85	2.740,02	2.832,88	2.925,73	2.980,10
3	2.375,89	2.567,08	2.613,61	2.719,96	2.799,76	2.872,87
2	2.202,51	2.396,00	2.442,92	2.509,87	2.657,03	2.810,98
1		1.979,88	2.012,63	2.053,59	2.091,77	2.190,05

Table 5

**Table TVöD Bund Valid from 1 April 2022
(monthly in Euro)**

Salary group	Basic salary			Salary development		
	1 step	2 step	3 step	4 step	5 step	6 step
15	5.017,06	5.358,22	5.738,77	6.258,28	6.792,69	7.144,27
14	4.542,98	4.851,90	5.255,33	5.703,01	6.202,05	6.560,31
13	4.187,45	4.526,02	4.911,44	5.329,90	5.822,30	6.089,52
12	3.752,91	4.142,50	4.597,79	5.102,97	5.695,74	5.977,00
11	3.622,16	3.980,48	4.317,18	4.682,47	5.182,41	5.463,69
10	3.492,26	3.773,01	4.092,18	4.438,33	4.823,79	4.950,36
9c	3.361,34	3.604,55	3.908,13	4.238,90	4.597,52	4.712,64
9b	3.230,42	3.341,54	3.619,82	3.925,18	4.261,26	4.542,51
9a	3.099,50	3.306,81	3.363,83	3.556,55	3.909,66	4.049,38

8	2.910,37	3.104,82	3.239,51	3.373,97	3.518,19	3.587,54
7	2.733,87	2.957,90	3.091,36	3.226,04	3.353,07	3.421,28
6	2.683,45	2.867,82	2.997,10	3.125,04	3.250,70	3.314,71
5	2.576,29	2.755,14	2.875,93	3.003,85	3.122,72	3.184,15
4	2.456,51	2.637,49	2.789,34	2.883,87	2.978,39	3.033,74
3	2.418,66	2.613,29	2.660,65	2.768,92	2.850,16	2.924,58
2	2.242,16	2.439,13	2.486,89	2.555,05	2.704,86	2.861,58
1		2.015,52	2.048,86	2.090,55	2.129,42	2.229,47

The duties and competences to be performed must be described and evaluated for both status groups, i.e. posts of federal public employees and federal civil servants.

There are no different requirements for the description for public employees and civil servants. The respective evaluation, however, follows different systems in the collective bargaining and civil service sectors.

RESPONSIBLE GOVERNMENT AUTHORITY

The Federal Ministry of Interior, Building and Community of Germany issues general administrative rules on remuneration. As for the remuneration of Judges and Prosecutors, it is issued by the Federal Ministry of the Interior, Building and Community, in agreement with the Federal Ministry of Justice and Consumer Protection. As for the salaries of servicemen, they are issued by the Federal Ministry of the Interior, Building and Community in agreement with the Federal Ministry of Defence. The provisions of the Federal Wage Act do not require the consent of the Bundesrat.

LEGAL REGULATIONS

For civil servants, the legal principles are regulated by laws:

- Federal Civil Service Act (Bundesbeamtengesetz)
https://www.gesetze-im-internet.de/bbg_2009/
- Federal Wage Act (Bundesbesoldungsgesetz)
<https://www.gesetze-im-internet.de/bbesg/index.html#BJNR011740975BJNE005119116>
- Through the German federal system, a distinction should be made between the Federation (Bundesebene) and the States (Länderebene). At each federal level, separate legal bases are applied, which, however, comply with the provisions of the Basic Law for the Federal Republic of Germany:
<https://www.xn--ffentlicherdienst-zyb.de/index.php/ausbildung/beamte-innen/gesetze-verordnungen>

FRENCH REPUBLIC¹



¹ Information is taken from open sources

POSITIONS CLASSIFICATION

Civil service positions in the French Republic are divided into three hierarchical categories, each category consists of numerous authorities, which normally correspond to different branches of professions.

Categories are marked hierarchically in descending order by the letters A, B, C.

Category "A" applies to the functions of design and management and require a high level of technical training and qualifications. Category "A" agents are intended for managerial positions. Recruitment process is carried out at the level of candidates with bachelor's degrees. Some jobs in this category may require advanced degrees. Category "A+" refers to agents of higher categories: administrators, chief engineers, library curators and heritage curators.

Category "B" corresponds to the application functions and includes mid-level managerial workers. Recruitment process is carried out at the level of candidates with bachelor's degrees. Category "B" officials may supervise certain groups or departments, and perform a monitoring function. They belong to an intermediate class.

Category "C" corresponds to executive functions that require special professional qualifications for certain professions, such as BEP/CAP. It is usually enough to have a certificate of training in order to be appointed for a position, sometimes a diploma may not be required.

Table 1 lists the key functions and requirements for the level of education within the position categories and examples of positions.

Table 1

Separation of civil service positions into categories

Category	Functions	Education level	Position examples
A	Design and management	Bachelor's degree or higher	State Public Engineer, National Police Officer, Health and Social Affairs Inspector, Director of the Integration and Probation Penitentiary, Secretary of Foreign Affairs, Information and Communication Systems Attaché, inspector for youth and sports, firefighters (captain, commander, lieutenant colonel).
B	Supervision and monitoring	Bachelor's degree	Assistant hospital manager, regional coordinator, head of the municipal police department, public finance controller, clerk, peacekeeper, deputy port officer, police, firefighters (lieutenant and expert), editor, administrative secretary, technician (senior).
C	Executive functions	Training certificate	Administrative assistant, technical assistant, technical services agent, child care assistant, member of the supervisory and executive authority of the prison administration, officer or subordinate of the municipal police, technical expert of technical services.

Civil servants of the French Republic are divided into **13 main families of positions**, as defined by the FaPPF nomenclature:

- Social
- Administrative
- Construction and public works
- Education, training and research
- Maintenance and service
- Greenery and landscapes
- State finance
- Justice
- Security and defense
- Housekeeping services and catering
- Medical care
- Sports, recreation, entertainment and culture
- Technical, IT and transport.

The **“Social”** family of professions includes social helpers and counsellors, as well as educators. The main professions in this family are social service assistants (38%), educators (34%) and preschool educators (12%).

The **“Administrative”** family of professions includes all administrative staff of categories “A”, “B” and “C” on three sides of the civil service, except for tax agents, treasury and customs officers, who make up the “Public Finance” family. The main professions in the **“Administrative”** family are administrative assistants on the civil service (40% of agents), administrative staff of category “B” of local authorities and hospitals (except those responsible for education and heritage) (17%), administrative staff of category “A” of local authorities and public hospitals (except those responsible for education and heritage) (14%), other category “A” administrative staff (except those responsible for education, heritage, taxes, treasury, customs) (11%) and other category “B” administrative staff (except those responsible for education, heritage, taxes, treasury, custom) (11%).

The **“Construction and public works”** family of professions, first of all, unites technicians and workers of construction and public services. The most represented professions are unskilled employees of government and local authorities (30% of employees of this family), unskilled workers in the construction industry (20%), technicians of government and local authorities (17%).

The **“Education, training and research”** family includes all teachers, public research workers and school supervisors. The most represented professions are associate and certified secondary education teachers (34%), school teachers (27%), researchers (7%) and higher education teachers (7%).

The **“Maintenance and service”** family of positions brings together all maintenance agents on three sides of the civil service and equipment maintenance. The main professions in this family are civil service agents (except educational and medical workers) (31% of agents), medical service agents (21%), service agents in primary schools (19%) and agents from other educational institutions (17%).

“Greenery and landscapes” essentially consists of gardeners (78%). This family also includes the wood trades and forest exploitation.

The **“Public finance”** family of professions brings together tax agents, treasury and custom officials. The most represented professions in this family are inspectors and other category “A” staff from the taxing, treasury and custom services (33% of agents), taxing, treasury, custom inspectors (31%) and taxing, treasury and custom officials. (23%).

“Justice” family essentially consists of employees of the judiciary (96% of agents in this family).

The **“Security and Defense”** family, which includes police, gendarmerie and army officials.

There are also civilian security guards (19%) and firefighters (including military) (13%).

The **“Housekeeping services and catering”** includes housekeeping and childcare professions. Some catering establishments and hotels are also involved in this field. The most represented professions in this family are housekeepers, home helpers, family workers (32% of agents), childcare support services (21%), cooks and kitchen helpers (21%) and caregivers, nannies, foster families (19%).

The **“Medical care”** family unites all medical workers of the civil service, mainly within the civil service at the hospitals. This family of professions includes assistant nurses (33% of agents), general care nurses (31%) and hospital doctors without liberal activities (11%).

The **“Sports, recreation, entertainment and culture”** this family of professions includes positions of socio-cultural leaders, as well as agents working in the field of culture and heritage, and so on. The most represented professions in this family are leaders of socio-cultural and leisure activities (46% of agents), librarians, archivists, curators and other heritage managers (13%), art teachers (12%), monitors and sports teachers, professional athletes (10%).

The **“Technical, IT and transport”** family includes engineers, technicians and workers in the field of technology and IT, as well as transport staff. The most represented professions in this family are state engineers (including military engineers) (17%), engineers from local communities and hospitals (12%), skilled industrial workers (6%), public drivers and long-distance transportation workers (6 %) and various unskilled industrial workers (6%).

GRADING

Civil service position classes “A”, “B” and “C” determine the macrogrades according to the level of complexity and nature of workers’ activities: “A+” (senior managers), “A administrative”, “A technical”, “B administrative”, “B operational”, “B technical”, “C administrative”, “C operational” and “C technical”.

The description of macrogrades is not described in laws and regulations, but is usually used within government agencies. However, depending on government agencies, there might be differences in the application of macrogrades.

The level of payment is determined by the functional direction of the position. The distribution of functions between different groups is carried out on the basis of objective criteria established by the Decree of May 20, 2014 N° 2020-771.

Criteria:

- Control, coordination or design;
- Technical knowledge, professional knowledge, experience or qualifications required to perform the duties;
- Special restrictions and the degree of transparency of the position.

The combination of these criteria helps to analyse all the features of the position, in particular specific technical characteristics or rare skills.

The criteria are not hierarchical: for example, the criterion of “supervision” is no more important than the criterion of “transparency of position”. Thus, they compile objective data that allows employers to distribute functions between different groups.

This division is applied not only in the ministries, but also at the interdepartmental level. Therefore, for interdepartmental authorities (administrative attachés, social service assistants, etc.) and with general status (administrative secretaries, technical assistants, etc.), the circular of 05 December 2014 proposes a classification of the functions normally performed by these authorities into different functional groups.

Based on the formalization of three sets of professional criteria from which groups of

functions are built, each position will be placed in a functional group, without the obligatory connection with the assessment:

category "A" – 4 groups;

category "B" – 3 groups;

category "C" – 2 groups.

Each functional group corresponds to a certain range of salary

Compared to the private sector, there are gaps in wages. In 2017, the average monthly salary of private sector employees was 2,314 euros, which is on average higher than those in the civil service.

Managers and higher intellectual professions, representing one-fifth of private and public sector employees, have higher wages in the private sector (€ 4,103 versus € 3,405 in the civil service). Employees account for 60% of the private sector workforce versus 50% in the civil service. Employees are usually better paid in the civil service (€ 1806 against € 1703 in the private sector).

For example, the salaries of civil servants from the National Police's supervisory and executive authorities are significantly higher (€ 2,510 per month) due to certain restrictions. By comparison, administrative and technical staff of category "C", who also have restrictions, are paid above average, but to a lesser extent (€ 1,927). Other aspects of the civil service offer them salaries close to the level of the private sector salaries.

RESPONSIBLE GOVERNMENT AUTHORITY

The Ministry of Civil Service Transformation was established in July 2020 to accelerate the implementation of priority public policies, the modernization and development of the French civil services.

To achieve these goals, the Minister has the authority to manage three departments of the central administration, united within one ministry:

- Interagency Department of Public Transformation (DITP)
- General Directorate of Administration and Civil Service (DGAFP)
- Interdepartmental Digital Directorate (DINUM)
- Interdepartmental Center for IT Services on Human Resources (CISIRH)

NORMATIVE AND LEGAL REGULATION

- Decree No. 2020-771 as of June 24, 2020, which amended Decree No. 2014-513 as of May 20, 2014 "On the establishment of compensation schemes taking into account the functions, restrictions, experience and professional obligations in the civil service of the state".

<https://www.legifrance.gouv.fr/loda/id/JORFTEXT000028965911/>

- Circular as of December 05, 2014 on the implementation of the compensation scheme, taking into account the functions, limitations, experience and professional obligations.

<https://www.legifrance.gouv.fr/download/pdf/circ?id=39003>

GEORGIA



POSITIONS CLASSIFICATION

According to the Law of Georgia “On Civil Service”, the classification of positions divides them into 4 ranks which include 9 positions (Table 1).

Table 1

Classification of civil service positions

I rank - high level management	
1.1	Position of the head of the «primary» structural unit
II rank - middle level management	
2.1	Position of deputy head of the «primary» structural unit
2.2	Position of the head of the «secondary» structural unit
III rank - senior specialist	
3.1	Position of the senior specialist of the first category
3.2	Position of the senior specialist of the second category
3.3	Position of the senior specialist of the third category
IV rank - junior specialist	
4.1	Position of the junior specialist of the first category
4.2	Position of the junior specialist of the second category
4.3	Position of the junior specialist of the third category

I rank is the highest hierarchical rank, and **IV rank is the lowest** hierarchical rank.

The first rank or high level of management requires responsibility, competence and authority to control and coordinate the activities of the government authority.

The second or middle level of management requires the responsibility, competence and authority to control and coordinate the structural units of the government authority.

The third rank or level of a senior specialist requires responsibility, competence and authority for the direct performance of functions related to the scope of activities of the government authority.

The fourth rank or junior specialist requires responsibility, competence and authority to prepare for the performance of functions related to the scope of the government authority.

The distribution of civil service positions by hierarchical ranks is based on the assessment of the importance of each position by the following factors:

- responsibility;
- difficulties in performing duties;
- competencies;
- required qualification;
- work experience.

The affiliation of a set of functions to the position of a civil servant is **determined on the basis of the analysis of the combination of functions and the correspondence of factors and subfactors specified in the Government Decree.**

Belonging to the position of functions on the basis of their study and analysis of the combination of functions, their compliance with factors and subfactors is **determined by the human resources department of the state body.** The decision of the personnel management unit of the government authority is recorded in the protocol, on the basis of which the head of the government authority issues an individual administrative act.

There are Special Requirements (minimal requirements) for assigning the appropriate rank.

The following special requirements are set for the first rank:

- higher education;
- at least 5 years of experience in the relevant field or specialization/qualification, including at least 2 years of experience in a managerial position.

The following special requirements are set for the second rank:

- higher education;
- at least 2 years of experience in the specialty or relevant field.

The following special requirements are set for the third rank:

- higher education;
- at least 1 year of work experience.

The following special requirements are set for the fourth rank:

- complete general education;
- work experience is not required for the fourth rank.

Competences for I-II rank:

- effective communication and negotiation skills;
- ability to represent a government authority;
- ability to think strategically and comprehensively;
- ability to set a structural unit and individual tasks;
- ability to initiate and manage news;
- ability to hold meetings and conferences;
- ability to professionally develop, evaluate and motivate an officer;
- team development skills;
- ability to solve problems and manage conflicts.

Competences III - IV rank:

- effective communication;
- ability to work independently;
- effective teamwork;
- complex thinking;
- effective time management;
- ability to collect and analyse information;
- ability to plan and organize the case;
- ability to gather information, analyse and focus on details.

The remuneration system is based on the principles of equality and transparency, which means receiving equal pay for equal work, taking into account pre-established rules and functional workload.

For each hierarchical rank of civil service positions financed from the state budget or relevant local budgets, taking into account the functional load of the position, the basic salary is set with the appropriate coefficient defined in Table 1.

It should also be borne in mind that the basic salary should not exceed the basic salary multiplied by the coefficient in Table 1.

Table 1

Salary coefficients

Rank	Category	Coefficient									
		1	2	3	4	5	6	7	8	9	10
I rank	1.1	2	2.2	2.5	2.8	3.3	3.8	4.4	5	5.6	6
II rank	2.1	1.6	1.8	2	2.2	2.5	2.8	3.2	3.6	4	4.5
	2.2	1.4	1.6	1.8	2	2.2	2.5	2.8	3.1	3.5	4
III rank	3.1	1.3	1.5	1.7	1.9	2.1	2.3	2.4	2.5	2.6	2.8
	3.2	0.9	1	1.1	1.2	1.3	1.4	1.6	1.8	2	2.2
	3.3	0.75	0.8	0.85	0.9	0.95	1	1.2	1.4	1.6	1.8
IV rank	4.1	0.65	0.7	0.75	0.8	0.85	0.9	1	1.15	1.3	1.5
	4.2	0.55	0.6	0.65	0.7	0.75	0.8	0.85	0.9	1	1.2
	4.3	0.45	0.5	0.55	0.6	0.65	0.7	0.75	0.8	0.9	1

There are also **12 grades**, where **the first grade is the lowest and the twelfth is the highest**. *Grades are not rank-based and are awarded based on performance and experience assessments every two or three years to promote motivation and financial well-being.*

The civil servant is rewarded with certain incentives, in accordance with the percentages of the basic salary depicted in Table 2.

Table 2

Grading and remuneration

Grading	1	2	3	4	5	6	7	8	9	10	11	12
Incentive rates	0,01	0,02	0,03	0,04	0,05	0,06	0,07	0,08	0,09	0,1	0,12	0,15

An annual comparison of the level of remuneration for the civil service workers with the market.

The Law of Georgia “On Remuneration in Public Institutions” Art. 33 provides for the possibility of winning in the competition with the private sector.

The Government of Georgia is empowered to determine the list of occupations, functions and relevant remuneration rules that require skills and qualifications that are rare and scarce at the labour market and/or the corresponding remuneration in the private sector is much higher than at the civil service.

RESPONSIBLE GOVERNMENT AUTHORITY

The Government of Georgia is responsible for the classification of positions, defines the names of positions of civil servants, establishes the rules of distribution in hierarchical ranks and a hierarchical list of positions of officials belonging to the respective hierarchical rank.

The Civil Service Bureau is a legal entity under public law, the purpose of which is to develop administrative and legislative policy on public administration in the country and to implement the principles of effective public administration.

The mission is to promote a unified civil service policy in Georgia and to develop a professional career-based civil service by improving legislation, effective and transparent governance and ethical standards, and supporting the fight against corruption.

To achieve this goal, based on the analysis of the situation, research and international experience, the Bureau improves the legal framework governing the civil service, improves the human resources management systems of the civil service and implements electronic government projects.

Rights and responsibilities of the Bureau

- to promote the definition of evaluation policy at the civil service and the provision of methodological assistance to government authorities;
- if necessary, issue recommendations to clarify the assessment;
- if necessary, study the process of implementation of the current assessment in a public institution;
- fully or selectively request oral and/or written information related to the evaluation process;
- to conduct research in government authorities in order to analyse and further improve the evaluation process;
- after receiving reports from government authorities/agencies to analyse and summarize the evaluation process, as well as its results, if necessary, to develop recommendations for improving this process;
- to exercise other powers established by law.

The Bureau includes the Head of the Bureau, three Deputy Heads, the Department of Human Resources Management in Civil Service, the Analytical Department, the Asset Declaration Department, the Declaration Monitoring Department and the Administrative Department.

NORMATIVE AND LEGAL REGULATION

- Law of Georgia "On Civil Service" as of 27.10.2015 No. 4346-I p (as amended on December 30, 2020)
URL: <https://matsne.gov.ge/ka/document/view/3031098?publication=35>
- Law of Georgia "On Remuneration in Public Institutions" as of 22.12.2017 No. 1825
URL: <https://matsne.gov.ge/ka/document/view/3971683?publication=16>
- Resolution No. 203 21.04.2017 "On approval of the rules of encouragement of a professional civil servant"
URL: <https://matsne.gov.ge/ka/document/view/3646690?publication=0#DOCUMENT:1;>
- Resolution No. 20220 as of 28.04.2017 "Approval of the rules and conditions of evaluation of a professional civil servant"
URL: <https://matsne.gov.ge/ka/document/view/3652594?publication=0#DOCUMENT:1;>
- Resolution No. 219 as of 28.04.2017 "On approval of the rules and conditions for assigning classes to a professional civil servant"
URL: <https://matsne.gov.ge/ka/document/view/3652584?publication=0#DOCUMENT:1;>
- Resolution No. 218 as of 28.04.2017 "Definition of special requirements for each hierarchical position of a civil servant"
URL: <https://matsne.gov.ge/ka/document/view/3652566?publication=0#DOCUMENT:1;>
- Resolution No. 215 as of 26.04.2017 "Determination of Position Titles of Professional Civil Servant, the Procedure for Assigning these Positions to Hierarchical Ranks and on the Determination of the Hierarchical List of Civil Servant Positions Assigned to the respective Hierarchical Rank"
URL: <https://matsne.gov.ge/ka/document/view/3651187?publication=0;>
- Official website of the Civil Service Bureau
URL: <http://www.csb.gov.ge/ka>.

REPUBLIC OF AZERBAIJAN



POSITIONS CLASSIFICATION

Positions in state bodies shall be classified as administrative and auxiliary depending on the subject of its functions, sources of authorities and manner of holding a position.

Administrative positions are positions of heads of offices and departments of state bodies of the Supreme – 5th category, their deputies, as well as positions of specialists recruited to civil service. Legal status of a person holding an administrative position shall be determined by the legislative acts defining authorities of relevant authority, as well as by job descriptions.

Auxiliary positions are positions of civil servants carrying out the technical works in state bodies of the Supreme – 5th category (clerk, typist, courier, driver and other employees). Legal status of a person holding an auxiliary position shall be determined by the legislative acts defining authorities of the relevant authority, as well as by job descriptions.

Classifications of administrative positions are the following:

1. Supreme classification of administrative positions:

- position of the Head of the Administration of the President of the Republic of Azerbaijan, position of the Head of Office of the Milli Mejlis of the Republic of Azerbaijan, position of the Head of Office of the Constitution Court of the Republic of Azerbaijan, position of the Head of Office of the executive authorities of the Head of the Republic of Azerbaijan, position of the State counselor of the Republic of Azerbaijan.

2. First classification of administrative positions:

- positions of the Deputy Head of the Administration of the President of the Republic of Azerbaijan, Deputy Head of Office of the Milli Mejlis of the Republic of Azerbaijan and Constitutional Court of the Republic of Azerbaijan, position of the Deputy Head of Office of the executive authorities of the Head of the Republic of Azerbaijan, as well as positions of division heads in these government authorities;
- positions of the Heads and their First Deputies of other government authorities that directly providing the performance of the President of the Republic of Azerbaijan;
- positions of the Heads of Office of the state bodies of the 1st category.

3. Second classification of administrative positions:

- position of the Deputy Head of Division in the Administration of the President of the Republic of Azerbaijan, which directly providing the performance of the Head of the Azerbaijani state, position of the Deputy Head of Division in the Offices of the Milli Mejlis of the Republic of Azerbaijan and Constitution Court of the Republic of Azerbaijan;
- position of the Deputy Head of the Division in the Office of the executive authorities of the Head of the Republic of Azerbaijan;
- positions of the Deputy Heads of other state bodies that directly providing the performance of the Head of the Republic of Azerbaijani;
- positions of the Deputy Heads of Office, Heads of Division of the state bodies of the 2nd category;
- positions of the Head of Offices of the government authorities of the 2nd categories in the Nakhichevan Autonomous Republic;
- positions of the Heads of government authorities and state services established under relevant executive power authorities;
- positions of the Deputy Heads of relevant executive authorities.

4. The 3rd classification of administrative positions:

- positions of specialists in the offices of the Administration of the President of the Republic of Azerbaijan, which directly providing performance of the Head of the Azerbaijani state, Milli Mejlis of the Republic of Azerbaijan and Constitution Court of the Republic of Azerbaijan;
- positions of heads of divisions, their deputies and specialists of other government authorities, which directly providing performance of the Head of the Republic of Azerbaijan;
- positions of specialists in the Office of a body implementing executive authorities of the Head of the Republic of Azerbaijan;
- positions of deputy heads of division of the government authorities of the 1st category;
- positions of heads of office and their deputies of government authorities of the 2nd category;
- positions of deputy heads of office and heads of division of government authorities of the 2nd category in the Nakhichevan Autonomous Republic;
- positions of deputy heads of state agencies and state services established under the relevant executive authorities.

5. The 4th classification of administrative positions:

- positions of specialists in the offices of government authorities of the 1st category;
- positions of heads of division and their deputies of the 2nd category government authorities;
- positions of deputy heads of division of government authorities of the 2nd category in the Nakhichevan Autonomous Republic;
- positions of deputy heads of relevant executive authorities.

6. The 5th classification of administrative positions:

- positions of specialists of government authorities of the 2nd category;
- positions of heads of office of the 3rd category of relevant executive authorities in the Nakhichevan Autonomous Republic;
- positions of heads of division and their deputies of government authorities of the 3rd category;
- positions of heads of local division of government authorities of the 4th category.

7. The 6th classification of administrative positions:

- positions of specialists of government authorities of the 3rd category;
- positions of heads of divisions and his deputies of relevant executive authorities of the 4th category.
- positions of deputy heads of local divisions of government authorities of the 4th category;
- positions of heads and their deputies of the local divisions of government authorities and state services, their subordinated authorities, government authorities of the 5th category.

8. The 7th classification of administrative positions:

- positions of specialists of relevant executive authorities of the 4th and 5th categories, local divisions of relevant executive authorities, regional (city) courts, local subdivisions of government authorities and state services established under the relevant executive bodies;
- positions of representatives, their deputies and specialists on administrative territorial areas of relevant executive authorities.

Classifications of auxiliary positions:

- the 1st classification of auxiliary positions – technical positions in government authorities of superior category;
- the 2nd classification of auxiliary positions – technical positions of government authorities of the 1st category;
- the 3rd category of auxiliary positions – technical positions of government authorities of the 2nd and 3rd categories;
- the 4th classification of auxiliary positions – technical positions of government authorities of the 4th and 5th categories.

Classification code is formed for administrative and auxiliary positions.

Classification code of administrative and auxiliary positions covers information on classifications and titles of positions, professional ranks and requirements for holding a positions.

Classification code of administrative and auxiliary positions is a basis for foundation of staff list of government authorities and drafting of job descriptions of civil servants. Classification code of administrative and auxiliary positions shall be determined by relevant executive authority of the Republic of Azerbaijan.

GRADING

Amount of official salary of civil servants is determined under civil service position classification.

Amount of state wage depends on scope of authority, liability level, required professionalism and length of service.

State wage shall consist of official salary, bonuses and allowances to the official salary (allowances that paid for professional rank, length of service, etc. at civil service).

Salary amount of civil servant of the 7th classification of administrative positions shall be equated to minimum official salary defined for administrative positions by the legislation of the Republic of Azerbaijan. Salary amount of civil servant of the 4th classification of auxiliary position shall be equated to minimum official salary defined for auxiliary positions by the legislation of the Republic of Azerbaijan. Higher coefficient is determined for official wages in the government authorities with work conditions that dangerous for life and health or especially hard.

Together with approval of decision about entitling of the civil servant with power authority, an allowance to his/her salary shall be determined for performance of relevant authority in the amount specified by the legislation.

RESPONSIBLE GOVERNMENT AUTHORITY

The State Examination Center of the Republic of Azerbaijan plays significant role on formation of state policy on civil service and administers tests for admission to civil service and for continuation of civil service roles.

NORMATIVE AND LEGAL REGULATION

- Law of the Republic of Azerbaijan on Civil Service – <http://www.antikorupsiya.gov.az/upload/file/Law%20on%20Civil%20Service.pdf>.
- Decree of the President of the Republic of Azerbaijan on approval of the Classification Collection of administrative and auxiliary positions – <http://e-qanun.az/framework/2238>.
- Resolution of the Cabinet of Ministers of the Republic of Azerbaijan on approval of General conditions of filling of vacant positions corresponding to the first-seventh classifications of administrative positions in state bodies of the first-fifth category <http://www.e-qanun.az/framework/37234>.

ARMENIA



POSITIONS CLASSIFICATION

According to the Law of the Republic of Armenia “On Civil Service”, civil service positions are divided into **groups**:

- senior positions in the civil service;
- professional positions in the civil service.

*The group of professional positions in the civil service is divided into **eight subgroups** (1, 2, 3, 4, 5, 6, 7 and 8).*

The classification is based on the following criteria:

- level of responsibility;
- organization of work and its management;
- decision-making powers;
- significance of the activity;
- contacts and level of representation;
- complexity of tasks and their solutions;
- possession of professional knowledge and competencies.

To hold civil service positions, a citizen of the Republic of Armenia must have higher education, except for positions 6, 7, and 8 subgroups of the professional positions in the civil service, for which a citizen of the Republic of Armenia must have at least a secondary education.

There are the following minimum requirements for length of service and experience for holding civil service positions:

1) *for positions 1 and 2 of subgroups of managerial positions in the civil service, except the position of civil service of the Secretary General*, – not less than five years of public service or seven years of professional experience or seven years of experience in the job specified in the passport of the position of the labour sphere. *For the position of civil service of the Secretary General* - not less than five years of experience in public service, two years of which in the position of at least the head of the structural unit;

2) *for positions 3, 4 and 5 of subgroups of managerial positions of civil service* – not less than three years of public service experience or five years of professional work experience or five years of work experience in the field of work defined by the passport;

3) *for positions 1 and 2 of subgroups of professional positions in the civil service* - not less than two years of public service experience or four years of professional work experience or four years of work experience specified in the passport of the position of the labour sphere;

4) *for positions of the 3, 4 and 5 subgroups of professional positions of the civil service* - not less than one year of public service experience or three years of professional work experience or three years of work experience specified in the passport of the position of the labour sphere.

5) *for positions 6, 7 and 8 subgroups of professional positions in the civil service*, work experience is not required.

Given the specifics of the position and (or) subgroup of the civil service position, for the position and (or) subgroups of the civil service position, with the consent of the Civil Service Office, other criteria of education and (or) work experience and (or) field of work may be established, as well as for certain positions in the civil service – qualification criteria, including internationally recognized accreditation systems.

Salaries in civil service positions consist of basic and additional.

The basic salary determines the salary rate.

Additional salary is a variable part and includes:

a) **additional payments** – an percent allowance accrued to the rate of salary for the implementation of the labor legislation of the Republic of Armenia heavy, harmful, especially heavy, especially harmful work, work in high mountainous areas, overtime work, work at night, on weekends, holidays, features of military, criminal-executive and rescue services;

b) **increments** – interest allowance accrued to holding class, diplomatic ranks, a class rank higher than the class rank corresponding to the subgroup of the given position, titles, record of work and/or service, command of foreign languages

There is also a bonus - a one-time payment, which is provided to persons holding state positions and state servant positions for evaluation of their official activities (performance) and/or performing special tasks and/or quality works.

The main principles of remuneration of civil servants are:

- ensuring uniform, impartial system of remuneration for persons holding state positions and basic salary corresponding to duties, liability of persons holding state positions;
- ensuring substantiated differentiation of the amounts of remuneration for persons holding state positions;
- ensuring comparability of salary scales in different sectors of state service;
- ensuring substantiated ratios of basic and additional salaries;
- equal remuneration for work and experience of equal value;
- promoting the aspiration of state servants to hold higher positions during the service;
- excluding discrimination in respect of remuneration for persons holding state positions based on nationality, race, sex, belief, political or other views, social origin, property or other status.

The amount of the basic salary of a civil servant is defined as the product of the basic salary and the coefficient corresponding to the length of service in the scale of his subgroup, established by Annex 9 to the Law of the Republic of Armenia on Remuneration of Persons Holding Public Positions (Table 1).

Table 1

Salary scale

Levels	Basic salary growth	Junior positions			Management positions			Main positions			Management positions	
		Scale 3 sub-group	Scale 2 sub-group	Scale 1 sub-group	Scale 3 sub-group	Scale 2 sub-group	Scale 1 sub-group	Scale 3 sub-group	Scale 2 sub-group	Scale 1 sub-group	Scale 2 sub-group	Scale 1 sub-group
11	Without growth	1.68	1.95	2.28	2.66	3.11	3.64	4.40	5.34	6.49	7.91	9.65
10	Every three years	1.63	1.90	2.21	2.58	3.01	3.53	4.27	5.17	6.29	7.65	9.33
9		1.58	1.84	2.14	2.50	2.92	3.42	4.13	5.01	6.09	7.41	9.03
8		1.54	1.79	2.08	2.42	2.83	3.31	4.01	4.85	5.89	7.17	8.74

7	Every two years	1.49	1.73	2.02	2.35	2.75	3.21	3.88	4.70	5.71	6.94	8.46
6		1.45	1.68	1.96	2.28	2.66	3.11	3.76	4.55	5.52	6.72	8.18
5		1.41	1.63	1.90	2.21	2.58	3.02	3.64	4.41	5.35	6.50	7.92
4	Annually	1.37	1.59	1.84	2.15	2.50	2.92	3.53	4.27	5.18	6.29	7.92
3		1.33	1.54	1.79	2.08	2.43	2.83	3.42	4.14	5.01	6.09	7.41
2		1.29	1.49	1.73	2.02	2.35	2.75	3.31	4.01	4.86	5.89	7.17
1		1.25	1.45	1.68	1.96	2.28	2.66	3.21	3.88	4.70	5.71	6.94

For each subgroup of civil service positions, there is a table with scales for calculating the basic salary – from the minimum to the maximum salary rate, which includes the coefficient for calculating salary rates. Each scale consists of salary levels, in each of which a multiple coefficient to the basic salary is set to calculate the basic salary.

Remuneration of a person first appointed to a civil service position is made in the amount of the basic salary on the scale of the first level of the relevant subgroup of the position (salary rate).

For continuous work of a civil servant in the same civil service position, a natural increase in the official salary rate of the basic salary is established – from the minimum to the maximum salary rate on the corresponding salary scale, if the break in the work of a civil servant is not exceeds six months.

The natural increase in basic salary within each scale is carried out according to the table according to the following scheme:

- for the basic salary from 1 to 4 levels the increase of one level is established – once a year;
- for the basic salary from 5 to 7 levels the increase of one level is established – once in two years;
- for the basic salary from 8 to 10 levels the increase of one level is established – once in three years;
- from the 11th level of the basic salary the salary remains unchanged.

The natural increase in the basic salary of a civil servant in the relevant position is applied to the current level of the basic salary of a civil servant. When increasing the next level of the basic salary of civil servants, the results of the evaluation of their official activity are also taken into account.

The change of salaries of civil servants is carried out by changing the basic salary and (or) coefficients on the basis of the **analysis of specialties and the regional labor market, which is carried out every three years** in the manner prescribed by the Government of the Republic of Armenia.

RESPONSIBLE GOVERNMENT AUTHORITY

Civil service is managed by **Office of the Civil Service of the Prime Minister's Office of Armenia.**

The Civil Service Office is accountable to the Prime Minister, the Government and the Coordinating Deputy Prime Minister.

Civil Service Office:

- provides methodological guidance and control over the management of human resources of the relevant authorities;
- studies and analyzes the practice of application of the legislation on public service in the relevant bodies, develops and submits for consideration to the Government, the Prime Minister and the coordinating Deputy Prime Minister drafts of relevant legal acts related to public service;
- conducts an analysis to identify the dynamics of turnover, the conditions that contribute to it, the reasons for the absence of applicants for the announced competitions, including errors in evaluation, definition of criteria, classification of subgroups of positions;
- develops remuneration policy in state authorities;
- analyze the labor market by professions and territories in the manner prescribed by the Government;
- monitors the results of diligence assessment and conducts appropriate analysis;
- studies and analyzes the results of retraining;
- submits to the relevant authorities proposals based on the results of analysis and research;
- receive from the relevant and other bodies the necessary information related to the civil service;
- provides guidelines for the organization of work on personnel management.

The Civil Service Office may, in cases provided by law, organize in the relevant authorities experimental work related to certain institutions, functions and procedures of the Civil Service.

NORMATIVE AND LEGAL REGULATION

- Law of the Republic of Armenia on Civil Service.
URL: <https://www.arlis.am/DocumentView.aspx?docid=138910>
- Law of the Republic of Armenia on Remuneration of Persons Holding Public Positions and public service positions.
URL: <https://www.arlis.am/DocumentView.aspx?docid=155952>

REPUBLIC OF SINGAPORE



POSITIONS CLASSIFICATION

Singapore's public and civil service employs about 153 000 civil servants in 16 ministries and more than 50 state agencies. The structure of public service includes about 86 000 civil servants working in ministries.

State agencies operate under a variety of civil service systems, including the administrative service, the legal system, the education system, the police, civil protection, and accounting. State agencies have their own recruitment and human resource management practices, but apply a remuneration system defined for civil service positions. Legally, they are not civil servants.

Singapore civil service positions are classified on 4 scales (I-IV) on the basis of broad levels of work and educational qualifications (Table 1).

Table 1

Classification of civil service positions

Scale	Details
Scale 1	General administrative and professional families (higher education required)
Scale 2	Executive and supervised families (requires a certificate of extended general education)
Scale 3	Official, technical and other families (general education certificate required)
Scale 4	Employees engaged in manual or low-skilled routine work

Civil service positions are divided into broad professional categories, such as an administrative group, a group of health workers, and so on. Each group shares one or more grades, reflecting different levels of responsibility and complexity. Positions within the same group may belong to different divisions.

Civil servants are paid a salary equal to the salary of the private sector for an employee with similar abilities and responsibilities. The exact salary offered depends on the type of work and the qualifications of the employee.

The initial salary of a newly appointed civil servant will be determined on the basis of:

- personal information (e.g. work experience and skills);
- work requirements (e.g. the type of work performed for which the employee is assigned);
- prevailing situation in the labour market.

Remuneration components, such as promotions and job bonuses, are linked to performance appraisal. Employees who are evaluated better will receive higher bonuses and performance bonuses. This ensures that the salaries of officials are proportional to their contributions and abilities.

Career development in the civil service is based on the performance of each individual civil servant, his potential, quality performance of more responsibilities and his personal characteristics (such as honesty, leadership and dedication). Having a higher level of education does not guarantee faster promotion.

The evaluation of the work is carried out in a structured way according to the methodology of the Korn Ferry Hay Group (KFHG) for 3 main components:

1. Contribution – knowledge assessment:
 - practical / technical knowledge;
 - planning, organization and integration of (managerial) knowledge;
 - communication and influence skills.
2. Performance – problem solving:
 - environment of thinking (freedom of thought);
 - challenge of thinking.
3. Result – responsibility:
 - freedom of action;
 - nature of influence;
 - magnitude (scale of impact).

In Singapore, there is a well-established grading structure of positions, which was developed taking into account the differences between working positions (measured according to the KFHG methodology).

This structure is used as a “common standard” to assess differences in the size and complexity of civil service positions, and is key to promoting development and cross-implementation.

Different families of positions are organized and grouped into service schemes. This allows you to determine the structure of remuneration, which corresponds to the nature of the position. The number of grades for each service scheme may vary depending on needs. There will usually be at least one pay level for a particular position; in some cases, more remuneration grades can be created to ensure a sense of progress.

Also, the amount of remuneration is determined:

1. Based on the profile – a comparison of how much the private sector will pay for such qualities:
 - may be based on characteristics such as qualifications and skills, or demographics;
 - typically used for work that does not have a private sector.
2. Based on work – a comparison of how much the private sector will pay for such work:

- may be based on position groups or profile groups, as well as work sizes or career levels;
- usually used for more general work that can be performed by people in the middle stage of career development.

In 1986, after the 1985 downturn, a flexible remuneration system in the form of an annual variable component (AVC) was introduced, also after the Asian financial crisis, in 1999, a monthly variable component (MVC).

A flexible remuneration system is a remuneration system that provides employers with more flexibility, including a variable component of salaries. With a flexible remuneration system, your salary includes a monthly fixed component, a monthly variable component (MVC) and an annual variable component (AVC).

Monthly fixed component is meant by basic or essential salary. This is the amount that the employer is obliged to pay under the Employment Act.

Variable components are amounts that can be adjusted depending on factors such as the performance of the institution and productivity stimulation. Bonuses and the annual salary increase are credited to the annual variable component (AVC).

Monthly contributions, overtime pay and paid leave are calculated on the basis of monthly gross wages, which includes a monthly fixed component and a monthly variable component.

According to the Singapore National Employers Federation, 29.3% of employees work on a flexible pay system, and they hope to increase it to about 70%-90%.

Variable components make it possible to reduce salaries in times of crisis and increase it during times of economic stability. This limits the potential salaries reduction by variable components, while allowing for increased growth when the situation stabilizes. Factors influencing the variable components must be clearly reported and set out in the public authority's compensation policy. The Employment Act obliges the employer to pay the basic salary (monthly fixed component), unless otherwise specified in the employment contract or collective agreement with the unions.

It means that the employee cannot expect that the employer will pay AVS or any other bonuses that are not specified in the employment contract or collective agreement. A bonus is an incentive and should not be taken for granted. Variable components are optional.

Typically, salary adjustments were firstly made using the annual variable component (AVC), by adjusting bonuses. The monthly variable component (MVC) is the last component to be adjusted, as it has the greatest impact on employees.

In 2000, the Singapore Civil Service introduced a system of salary ranges (Table 2) to replace the existing system of salaries for its top management, its administrative personnel and officials appointed to political positions. As a result, 14 senior grades and personnel grades were merged into 9 salary ranges, and the 4 scales used to classify civil servants were converted into salary ranges. This has given the civil service increased flexibility in personnel management, and officials can be rewarded annually, depending on their evaluation and results.

Table 2

The range of salaries

Wage grade	Salary ranges	Political appointments
Personnel Grade IV, V	MR1	Vice Prime Minister / Minister MR1
Personnel Grade III	MR2	Minister MR2
Personnel Grade II	MR3	Minister MR3

Personnel Grade I	MR4	Minister MR4
Highest category B	SR5	Senior State Minister
Highest category C	SR6	State Minister
Highest category D	SR7	Senior Secretary of Parliament
Highest category E	SR8	Secretary of Parliament
Highest category G	SR9	
Senior Assistant Secretary	R10	
Chief Assistant Secretary	R11	
Assistant Secretary	R12	
Senior Assistant Administrator	R13	
Administrative Assistant	R14	

Details are not disclosed

RESPONSIBLE GOVERNMENT AUTHORITY

Civil Service Division Prime Minister's Office of Singapore forms and coordinates the activities of a comprehensive civil service, including the development of strong leadership and involvement of employees, the creation of organizations ready for the future, promotes good governance.

NORMATIVE AND LEGAL REGULATION

- The Law of Singapore Public Sector (Governance) Act 2018.
URL: <https://sso.agc.gov.sg/Act/PSGA2018>
- Employment Act.
URL: <https://sso.agc.gov.sg/Act/EmA1968>
- Website of the Government Agency of Singapore.
URL: <https://www.careers.gov.sg>
- Website of the Civil Service Division Prime Minister's Office of Singapore.
URL: <https://www.psd.gov.sg>

SOUTH KOREA¹



¹ Information is taken from open sources

POSITIONS CLASSIFICATION

Article 4 of the South Korean Civil Service Law provides for the classification of civil service positions in the South Korea.

Civil service positions are classified into two groups:

1. Career service – make up the absolute majority, as they include all groups classified as:

- general service staff (employee of engineering, research and administrative services);
- special services personnel (judges, prosecutors, diplomatic, police, fire, educational and military personnel, civil servants in the military unit, employees of the national intelligence service and other personnel assigned to special services under other laws);
- technical service personnel (employees of various technical and service services).

2. Non-career service (specialized) includes as follows:

- political positions (elected officials of all kinds, officials who require the consent of the National Assembly before appointment, and high-ranking political appointees, usually at the level of deputy ministers or above);
- specially appointed staff (other political appointments and those who hold positions that require special talents or skills);
- contract staff (fixed-term experts);
- workers.

There is a group of senior officials whose goal is to strengthen the competitiveness of the government through effective management of personnel affairs of senior civil servants of all government departments.

The term “**senior civil servants**” refers to general civil servants who hold positions with a high degree of complexity and responsibility.

The positions of the senior level of civil service include:

head of central administrative department and director of central administrative department in accordance with Article 2 of the Law “On Governmental Organization” and the assistant of the relevant department;

position equivalent to the position in subparagraph 1, among the positions of agencies at all levels of executive power (except auditors);

some positions of local self-government authorities and local administrative institutions, which considered as civil servants according to special legislation;

other positions, defined by other statutes to be appointed by civil servants of the Senior Civil Service Group.

The classification of career civil servants, except for the sphere of service, is based on estimates.

There are nine classes, where the highest is 1st class (the level of minister assistant) and 9th class is the lowest.

This grading system is fully applicable to engineering and administrative groups of positions. Other work groups, although not very suitable for this evaluation system, widely use the so-called “equivalence assessment” to determine their status in relation to those belonging to the administrative work group.

For instance, principals of public schools, heads of police stations, and researchers who are heads of departments in research institutions are all considered to be equivalent Level 4 officials in the administrative group (head of department in the central government institution).

The qualification of each public position is determined strictly in terms of title. For instance, the head of the bureau shall be an administrative associate executive manager (level 3) or an administrative executive manager (class 2); the head of the unit shall be a senior administrative manager, or a senior manager of chemical engineering (class 4), or an administrative associate manager (class 3), etc.

In addition, the Final provisions and Annexes to the Decree of the President of South Korea define **the distinction between different professional groups of civil servants.**

GRADING

Article 4 of the Law on Civil Service of South Korea **provides for grading.**

The title of the position and its assignment to the relevant grade is determined by the Decree of the President. Grades group positions whose responsibilities are similar in complexity and responsibility.

There are 9 grades:

- grade 1-2 – Deputies Ministers and Director-Generals;
- grade 3-4 – Directors of structural subdivisions;
- grade 5 – Deputies Directors;
- grade 6-9 – other civil servants (Figure 1)

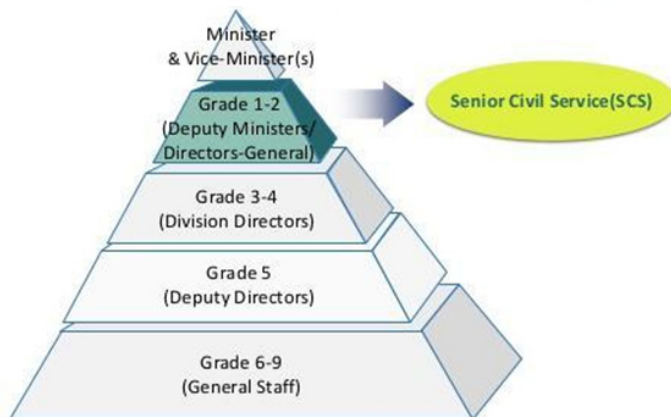


Figure 1. Grades in the civil service of South Korea

The definition of remuneration grades is set in Article 8 of the Rules of Remuneration of Civil Servants.

Each grade corresponds to a certain type of salary (Figure 2).

Salaries of senior civil servants consist of a standard salary (Standard wage + Job grade wage) and a salary based on performance results. Salary depends on length of service, responsibilities and performance results.

Remuneration of civil servants belonging to 3-5 grades consists of the basic salary, which depends on the performance results for the previous year.

Civil servants of 5 grade or equivalent officials are not paid a management bonus.

Civil servants of 6-9 grades are paid a basic salary depending on the degree of complexity and responsibility of duties, or a basic salary paid by rank or salary, depending on the degree of complexity and responsibility of duties, term of office, etc. Additional wages may be paid depending on working conditions, living conditions, etc. Remuneration also depends on the evaluation of the performance results for the previous year.



Figure 2. Features of wages in different grades

Remuneration of civil servants depends on the grade and seniority. Those who are in the same grade and with the same length of service receive the same amount of salary, regardless of education or any other professional abilities.

The remuneration system consists of a basic salary, which is about 45% of total wages and special compensation in the form of bonuses and allowances.

Everyone once a year gets a step increase within the grade (<http://www.asianinfo.org/asianinfo/korea/gov/other.html>).

The requirements for qualification and competence, features of career growth, evaluation of work results in the position, etc. depend on the location of the position in the grade (Figures 3, 4).

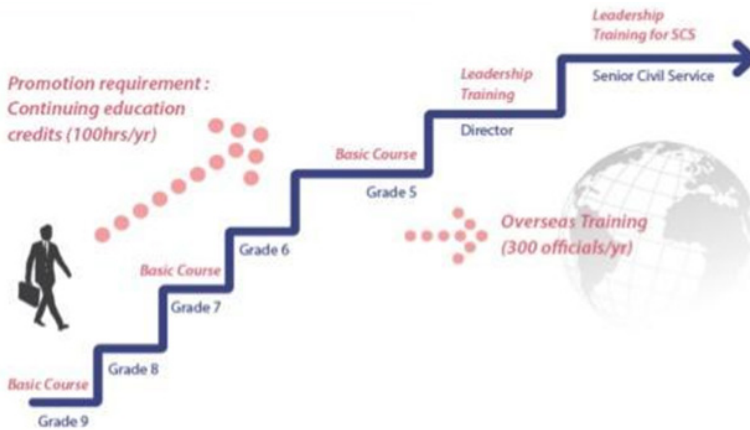


Figure 3. Features of promotion of civil servants

RESPONSIBLE GOVERNMENT AUTHORITY

Ministry of Personnel Management (MPM) - the central government authority of the Republic of Korea responsible for the development and implementation of various government personnel policies, including recruitment, remuneration, human resources development, social and pension programs, and the ethics and discipline of Korean civil servants.

Currently, the Ministry of Personnel Management consists of 8 bureaus and 27 divisions, as well as 2 affiliated organizations, including the National Human Resources Development Institute (NHI) and the Appeals Commission, which has 559 employees (372 at headquarters and 187 in affiliates) as of March 1, 2020)

LEGAL AND NORMATIVE REGULATIONS

- The Law of the Republic of Korea On Civil Service as of January 12, 2021 No. 1166.
- The Decree of the President of the Republic of Korea On Appointment of Civil Servants.
URL: https://korea.assembly.go.kr:447/res/low_02_read.jsp?boardid=1000000036
- Rules of Remuneration of Civil Servants.

JAPAN¹



1 Information is taken from open sources

POSITIONS CLASSIFICATION

The civil service of Japan is represented by administrative, diplomatic and judicial spheres of state activity. The category of civil servants includes not only officials, but also persons working in state-owned enterprises, namely employees of state railways, television, public schools, servicemen, police officers, etc. The total number of people employed in the civil service is **more than 3 million people**, of which senior government officials – **no more than 10 thousand people**.

Civil servants can be divided into **two types: national civil servants and local civil servants**.

National civil servants mainly work in the highest government authorities of the country and engaged in administrative affairs. *Local civil servants* work in local authorities, the amount of remuneration varies depending on the place of work. The amount of annual income can range from 5.7 million yen, of which the bonus is about 1.34 million yen to 7.03 million yen, of which the bonus is about 1.56 million yen.

National civil servant's positions are divided into general and special positions.

General positions include all jobs of national civil servants, except those belonging to special positions.

Special positions – the positions of the following employees:

- Prime Minister;
- Minister of State;
- Commissioners and Inspectors;
- Director-General of the Cabinet Legislation Bureau;
- Deputies of the Cabinet of Ministers;
- Auditors of the Cabinet of Ministers on Crisis Management and Cabinet of Ministers for Information and Communication Policy Audit;
- Director of the National Security Bureau;
- Deputy Secretary General of the Cabinet of Ministers, Spokesman for the Cabinet of Ministers and a civil servant for information of the Cabinet of Ministers;
- Prime Minister's Assistant;
- Deputy Ministers;
- Parliamentary Secretary;
- Assistant Ministers;
- Electoral positions;
- Ambassadors, Government Representatives, Advisers;
- Members of the Japan National Commission for UNESCO;
- Members of the Japanese Academy;
- Members of the Scientific Council of Japan;
- Judges and other court officials;
- Employees of the Ministry of Defence;
- Officials of the administrative executive corporation;
- etc.

The salary that each employee receives depends on factors such as the degree of complexity and responsibility of his duties, as well as the intensity of work, working hours, working environment and other working conditions.

Each government authority independently determines the content of standard job responsibilities, which should be the basis for classification.

Salaries of general positions – this is the basic salary provided of work, based on the length of working hours, special amount of salary adjustment, corrective allowance of the Ministry, allowance for adjustment of initial salary, allowances for adjusting the position of a professional employee, maintenance allowance, regional aid, transfer allowance, allowance for adjustment of the scientific worker, housing aid, daily aid, one-time payment for removal, special allowance for the complexity of the work, vacation paid, night shift allowance, special allowance for the work of administrative staff, diligence allowance (link to the scheme of various allowances for civil servants: https://www.jinji.go.jp/kyuuyo/index_pdf/teate_gaiyo.pdf).

Accordingly, 82 salary grades have been identified for national civil servants.

The level of the basic salary is determined for each grade (table 1).

Table 1

Salary grades

Nº grade	Basic salary per day, yen	Nº grade	Basic salary per day, yen	Nº grade	Basic salary per day, yen
1	4900	29	11200	57	31700
2	5000	30	11600	58	32800
3	5100	31	12100	59	33900
4	5200	32	12600	60	35300
5	5300	33	13100	61	36700
6	5400	34	13600	62	38100
7	5500	35	14100	63	39600
8	5600	36	14600	64	41100
9	5700	37	15100	65	42700
10	5800	38	15600	66	44300
11	5900	39	16300	67	45900
12	6050	40	17000	68	47500
13	6200	41	17700	69	49100
14	6400	42	18400	70	50700
15	6600	43	19100	71	52300
16	6900	44	19800	72	53900
17	7200	45	20500	73	55500
18	7500	46	21200	74	57300
19	7800	47	22000	75	59100
20	8100	48	22800	76	60900

21	8400	49	23600	77	62700
22	8700	50	24400	78	64500
23	9000	51	25300	79	66300
24	9300	52	26200	80	68100
25	9600	53	27300	81	69900
26	10000	54	28400	82	72000
27	10400	55	29500		
28	10800	56	30600		

Salary, which received by civil servants on special positions – these are official salaries, regional allowances and allowances for commuting, in addition to allowances specified for general positions.

The monthly salary of civil servants on special positions is determined by special legislation (table 2).

Table 2

Monthly salary of civil servants on special positions

Job title	Monthly salary, yen
Prime Minister	2 001 000
Minister of State, Director of the Accounting Inspectorate, President of the National Personnel Authority	1 466 000
Secretary, Deputy Secretary of the Secretariat of the Cabinet of Ministers, Deputy Minister, Chairman of the Ethics Council, Fair Trade Commission, Nuclear Regulatory Commission	1 406 000
Inspectors, National Personnel Authority, Crisis Management Audit of the Cabinet of Ministers and Information and Communication Policy Audit of the Cabinet of Ministers, Director General of National Security, Vice-Minister of the Personal Data Protection Committee, Chairman of the Pollution Coordination Committee, Chairman of the Transport Safety Committee	1 999 000
Chief Deputy Secretary of the Cabinet of Ministers, Spokesman of the Cabinet of Ministers, employees of the Cabinet of Ministers, Prime Minister, Assistant Minister, Assistant Members of the Committee of the National Commission on Civil Service Ethics	1 175 000
Committee on Personal Data Protection, members of the Coordinating Commission, which representing public interests, Chairman of the Atomic Energy Committee, Chairman of the Committee on Monitoring, Refinancing, Employment, Chairman of the Committee on Monitoring of Securities Transactions	1 035 000
Member of the staff committee on food safety, member of the committee on nuclear energy, member of the committee on certification of public interests, member of the commission on monitoring of securities transactions, member of the certified audit committee, member of the local financial council, members of the commission on public information examination and protection of personal information, the regional committee for dispute resolution in the country, members of the commission for resolving disputes in the field of telecommunications, a member of the commission for land valuation, a member of the commission for environmental pollution and health damage	913 000
Ambassador	913 000 – 1 175 000
Minister	913 000 – 1 175 000
Secretary	264 700 – 586 200

Every year in August, the National Personnel Service conducts a survey of the actual situation with salaries in the civil service and in the private sector, and formulates recommendations to the Seimas and the Cabinet of Ministers.

In response to the recommendation, the Government discusses wage policy at a ministerial meeting, makes a decision at a government meeting and submits to the Seimas a bill amending the law on wages.

RESPONSIBLE GOVERNMENT AUTHORITY

The National Personnel Authority decides whether the work of the national civil service belongs to general or special positions.

The National Personnel Authority monitors the payment of wages to employees and makes proposals to the government on the definition of grades.

In addition, the Personnel Office of the Cabinet of Ministers is also responsible for matters related to the remuneration system of specially appointed national civil servants, such as the Prime Minister and the Minister of State.

LEGAL REGULATIONS

- The National Public Service Act (Act No. 120 of 1947) (with amending).
URL: https://elaws.e-gov.go.jp/document?law_unique_id=322AC0000000120_20190914_501AC0000000037
- The Law concerning the Salary of National General Service No. 95 as of 1950 (with amending).
URL: https://elaws.e-gov.go.jp/document?law_unique_id=322AC0000000120_20190914_501AC0000000037
- Law on Salaries of Special Personnel No. 252 as of 1945 (with amending).
URL: https://elaws.e-gov.go.jp/document?lawid=324AC0000000252_20210401_502AC0000000066

UNITED STATES OF AMERICA¹



¹ Information is taken from open sources

POSITIONS CLASSIFICATION

Positions classification is based on the classification standards set by the US Office of Personnel (hereinafter – Office).

The classification provides for the assignment of civil service positions to the relevant professional group or family and is based on job responsibilities and qualifications. Professional groups are divided into series, families, professions.

Positions Family - a job family is a broad grouping of trades, craft, and labor occupations related in one or more ways such as: similarity of functions performed, transferability of knowledge and skills from one occupation to another, or similarity of materials or equipment worked on.

Occupational Group - a major category of “white collar” occupations, which embracing a group of associated or related occupations; e.g., the Accounting and Budget Group, GS–0500; the Engineering and Architecture Group, GS–0800.

Series - a subdivision of an occupational group or job family consisting of positions similar as to specialized line of work and qualification requirements. Series are designated by a title and number such as the Accounting Series, 0510; the Microbiology Series, 0403.

The Office may, if necessary, make inquiries or conduct research on job responsibilities and qualification requirements for positions.

Each government authority to whose jurisdiction the position belongs classifies it independently in accordance with certain standards.

All positions classification standards are officially issued and distributed by the Office.

Classification standards typically include: defining the type of work covered by the standard; background information, such as descriptions of typical tasks and definitions of deadlines; official names; criteria for determining appropriate levels.

Some series standards do not contain clear criteria for individual positions and may direct the user to other standards or evaluation manuals.

Civil service positions are divided into two main parts:

I. Professional series «White Collars» - identifies professions, lists the names of series and codes used in the positions classification in the Federal Government.

II. Trade, craft or labor series - identifies professions, lists their names and codes used in the classification of trade, crafts or work positions in the Federal Government.

Positions classification is used for personnel, budget and financial purposes.

Grades are determined by the Office on the basis of positions classification. A total of 15 grades have been identified, which are divided into classes. All grades are displayed in The General Schedule (GS).

Grades – includes all classes of positions which, although differing in type or subject of work, are sufficiently equivalent as to - level of difficulty and responsibility; and level of qualification requirements of the work; to guarantee their inclusion within one range of rates of basic pay in the General Schedule.

Classes – includes all positions which are sufficiently similar, as to - kind or subject-matter of work; level of difficulty and responsibility; and the qualification requirements of the work; to guarantee similar treatment of personnel on remuneration.

The basis for determining the appropriate grade *is the level of complexity, responsibility and qualification requirements.*

Different methods are used to determine grades, which differ depending on the approaches to position evaluation.

One method is the *Factor Evaluation System (FES)* – the method most commonly used to assign grades to nonsupervisory positions and preferably includes **nine evaluation factors**, which may have two or more subfactors.

FES-factors

Factor 1 - Knowledge Required by the Position

- Kind or nature of knowledge and skills needed.
- How the knowledge and skills are used in performing the work.

Factor 2 - Supervisory Controls

- How the work is assigned.
- Employee's responsibility for carrying out the work.
- How the work is reviewed.

Factor 3 - Guidelines

- Nature of guidelines for performing the work.
- Judgment needed to apply the guidelines or develop new guides.

Factor 4 - Complexity

- Nature of the assignment.
- Difficulty in identifying what needs to be done.
- Difficulty and originality involved in performing the work.

Factor 5 - Scope and Effect

- Purpose of the work.
- Impact of the work product or service.

Factor 6 - Personal Contacts

- People and conditions/settings under which contacts are made.

Factor 7 - Purpose of Contacts

- Reasons for contacts in Factor 6.

Factor 8 - Physical Demands

- Nature, frequency, and intensity of physical activity.

Factor 9 - Work Environment

- Risks and discomfort caused by physical surroundings and the safety precautions necessary to avoid accidents or discomfort.

List of grades

Grade GS-1 includes those classes of positions the duties of which are performed under direct supervision, with a little or absence of freedom to perform the independent judgment:

(A) the simplest routine work in office, business, or fiscal operations;
 (B) elementary work of a subordinate technical character in a professional, scientific, or technical field.

Grade GS-2 includes those classes of positions the duties of which are:

(A) performed under direct supervision with limited freedom for the exercise of independent judgment, routine work in office, business, or fiscal operations, or comparable subordinate technical work of limited scope in a professional, scientific, or technical field, requiring some training or experience;

(B) have an equal importance, complexity and responsibility, and require appropriate qualifications.

Grade GS-3 includes classes of positions the duties of which are:

(A) performed under direct or general supervision somewhat difficult and responsible work in office, business, or fiscal operations, or comparable subordinate technical work of limited scope in a professional, scientific, or technical field, requiring in either case:

- some training or experience;
- working knowledge of a special subject matter;
- to some extent the exercise of independent judgment in accordance with well-established policies, procedures, and techniques.

(B) performed other work of equal importance, complexity and responsibility, and require appropriate qualifications.

Grade GS-4 includes classes of positions the duties of which are:

(A) performed under direct or general supervision moderately difficult and responsible work in office, business, or fiscal operations, or comparable subordinate technical work in a professional, scientific, or technical field, requiring in either case:

- a moderate amount of training and minor supervisory or other experience;
- good working knowledge of a special subject matter or a limited field of office, laboratory, engineering, scientific, or other procedure and practice;
- the exercise of independent judgment in accordance with well-established policies, procedures, and techniques;

(B) to perform other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-5 includes classes of positions the duties of which are:

(A) performed under general supervision difficult and responsible work in office, business, or fiscal administration, or comparable subordinate technical work in a professional, scientific, or technical field, requiring in either case:

- considerable training and supervisory or other experience;
- broad working knowledge of a special subject matter or of office, laboratory, engineering, scientific, or other procedure and practice;
- the exercise of independent judgment in a limited field.

(B) performed under direct supervision and with a little opportunity for the exercise of independent judgment, simple and elementary work requiring professional, scientific, or technical training.

(C) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-6 includes classes of positions the duties of which are:

(A) performed under general supervision difficult and responsible work in office, business, or fiscal administration, or comparable subordinate technical work in a professional, scientific, or technical field, requiring in either case:

- considerable training and supervisory or other experience;
- broad working knowledge of a special and complex subject matter, procedure, or practice, or of the principles of the profession, art, or science involved;

- provides for a significant degree of independent judgment;
- (B) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-7 includes classes of positions the duties of which are:

(A) performed under general supervision work of considerable difficulty and responsibility along special technical or supervisory lines in office, business, or fiscal administration, or comparable subordinate technical work in a professional, scientific, or technical field, requiring in either case:

- considerable specialized or supervisory training and experience;
- comprehensive working knowledge of a special and complex subject matter, procedure, or practice, or of the principles of the profession, art, or science involved;
- to a considerable extent the exercise of independent judgment;

(B) under immediate or general supervision, to perform somewhat difficult work requiring:

- professional, scientific, or technical training;
- and for a significant degree of independent judgment;

(C) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-8 includes classes of positions the duties of which are:

(A) performed under general supervision very difficult and responsible work along special technical or supervisory lines in office, business, or fiscal administration, requiring:

- considerable specialized or supervisory training and experience;
- comprehensive and thorough working knowledge of a specialized and complex subject matter, procedure, or practice, or of the principles of the profession, art, or science involved;
- and for a significant degree of independent judgment;

(B) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-9 includes classes of positions the duties of which are:

(A) performed under general supervision very difficult and responsible work along special technical, supervisory, or administrative lines in office, business, or fiscal administration, requiring:

- somewhat extended specialized training and considerable specialized, supervisory, or administrative experience which has demonstrated capacity for sound independent work;
- thorough and fundamental knowledge of a special and complex subject matter, or of the profession, art, or science involved;
- considerable freedom for the exercise of independent judgment;

(B) with considerable freedom for the exercise of independent judgment, to perform moderately difficult and responsible work, requiring:

- professional, scientific, or technical training equivalent to that represented by graduation from a college or university of recognized standing;
- considerable additional professional, scientific, or technical training or experience which has demonstrated capacity for sound independent work;

(C) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-10 includes classes of positions the duties of which are:

(A) performed under general supervision, highly difficult and responsible work along special technical, supervisory, or administrative lines in office, business, or fiscal administration, requiring:

- enhanced specialized, supervisory or administrative training and experience demonstrating the ability to work reliably independently;

- thorough and fundamental knowledge of a specialized and complex subject matter, or of the profession, art, or science involved;
- considerable freedom for the exercise of independent judgment;

(B) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS–11 includes classes of positions the duties of which are:

(A) performed under general administrative supervision and with wide freedom for the exercise of independent judgment, work of marked difficulty and responsibility along special technical, supervisory, or administrative lines in office, business, or fiscal administration, requiring:

- extended specialized, supervisory, or administrative training and experience which has demonstrated important attainments and marked capacity for sound independent action or decision;
- intimate grasp of a specialized and complex subject matter, or of the profession, art, or science involved, or of administrative work of marked difficulty;

(B) with wide latitude for the exercise of independent judgment, to perform responsible work of considerable difficulty requiring somewhat extended professional, scientific, or technical training and experience which has demonstrated important attainments and marked capacity for independent work;

(C) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS–12 includes classes of positions the duties of which are:

(A) performed under general administrative supervision, with wide latitude for the exercise of independent judgment, work of a very high order of difficulty and responsibility along special technical, supervisory, or administrative lines in office, business, or fiscal administration, requiring:

- extended specialized, supervisory, or administrative training and experience which has demonstrated leadership and attainments of a high order in specialized or administrative work;
- intimate grasp of a specialized and complex subject matter or of the profession, art, or science involved.

(B) under general administrative supervision and with wide latitude for the exercise of independent judgment, to perform professional, scientific, or technical work of marked difficulty and responsibility requiring extended professional, scientific, or technical training and experience which has demonstrated leadership and attainments of a high order in professional, scientific, or technical research, practice, or administration.

(C) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS–13 includes classes of positions the duties of which are:

(A) performed under administrative direction with wide latitude for the exercise of independent judgment, work of unusual difficulty and responsibility along special technical, supervisory, or administrative lines, requiring extended specialized, supervisory, or administrative training and experience which has demonstrated leadership and marked attainments;

(B) work as assistant head of a major organization which involves work of a similar level;

(C) performed under administrative direction with wide latitude for the exercise of independent judgment, work of unusual difficulty and responsibility requiring extended professional, scientific, or technical training and experience which has demonstrated leadership and marked attainments in professional, scientific, or technical research, practice, or administration;

(D) performed other work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS–14 includes classes of positions the duties of which are:

(A) performed under general administrative direction with wide latitude for the exercise of independent judgment, work of exceptional difficulty and responsibility along special technical, supervisory, or administrative lines which has demonstrated leadership and unusual attainments;

(B) performing the duties of the head of a large organization;

(C) to plan and direct or to plan and execute major professional, scientific, technical, administrative, fiscal, or other specialized programs, requiring extended training and experience which has demonstrated leadership and unusual attainments in professional, scientific, or technical research, practice, or administration, or in administrative, fiscal, or other specialized activities;

(D) performed consulting or other professional, scientific, technical, administrative, fiscal, or other specialized work of equal importance, complexity and responsibility, and requiring appropriate qualifications.

Grade GS-15 includes classes of positions the duties of which are:

(A) performed under general administrative direction with very wide latitude for the exercise of independent judgment, work of outstanding difficulty and responsibility along special technical, supervisory, or administrative lines which has demonstrated leadership and exceptional attainments;

(B) performing the duties of the head of a large organization;

(C) to plan and direct or to plan and execute specialized programs of marked difficulty, responsibility, and national significance, along professional, scientific, technical, administrative, fiscal, or other lines, requiring extended training and experience which has demonstrated leadership and unusual attainments in professional, scientific, or technical research, practice, or administration, or in administrative, fiscal, or other specialized activities;

(D) performed consulting or other professional, scientific, technical, administrative, fiscal, or other specialized work of equal importance, complexity, and responsibility, and requiring appropriate qualifications.

Among the civil service grades GS-1 (lowest), GS-15 (highest). The grade is determined for each position on the basis of the level of complexity, responsibility and required qualifications. Individuals with a high school diploma and no additional experience usually apply for GS-2 positions, with a bachelor's degree in GS-5 and a master's degree in GS-9.

Each grade has 10 steps, each of which is approximately 3 percent of the employee's salary. Step-by-step promotion is based on an acceptable level of productivity and life expectancy (waiting periods of 1 year in stages 1-3, 2 years in stages 4-6 and 3 years in stages 7-9). It usually takes 18 years to go from step 1 to step 10 within one GS grade.

The general wage scheme is usually adjusted in January each year with an overall increase in salary based on national changes in private sector wages.

The salary system is established taking into account the following principles:

- the salary of a civil servant must be the same as the salary for other similar federal works in the relevant area of salary (Locality Pay Areas);
- the salary of a civil servant corresponds to the salary for similar work in the private sector.

RESPONSIBLE GOVERNMENT AUTHORITY

US Office of Personnel Management – acts as the Chief Personnel Agency and Personnel Policy Manager of the US Federal Government.

The office has the right to:

- find out the facts about duties, responsibilities and qualification requirements for the position;
- classify the newly formed position;
- make decisions on the adequacy of positions classification;
- if necessary, change the positions classification.

The office periodically reviews the number of positions in each government authority to determine whether the positions are correctly classified.

In case of non-compliance of the positions classification with the adopted standards, the Office has the right to change the classification after consultation with the relevant government authority.

During the development of classification standards, the Office can determine the classes of positions, establish their official names, determine the grades to which they belong.

NORMATIVE AND LEGAL REGULATION

- United States Code
<https://www.law.cornell.edu/uscode/text/5/part-III>
- The Classifier's Handbook
<https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/classifierhandbook.pdf>
- Handbook Of Occupational Groups And Families
<https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/occupationalhandbook.pdf>
- Official website of the US Office of Personnel Management (posting of payment schedules)
<https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/>

CANADA



POSITIONS CLASSIFICATION

Positions classification of Canada's civil service provides attributions of positions to **30 main occupational groups (families of positions) and more than 100 sub-groups that group similar work together and facilitate collective bargaining.**

An occupational group is a series of jobs or occupations related in broad terms by the nature of the functions performed.

In the civil service, each occupational group has a group definition that is approved by the Treasury Board of Canada. The distribution of occupational groups is based on the definitions of occupational groups, including their assertions of inclusion and exclusion.

Each occupational group has a two-letter abbreviation, which is based on their name (for example, «FS» means a group of Foreign Services).

The list of all occupational groups, sub-groups, their definitions, collective agreements, and features of remuneration is given at the link:

<https://www.canada.ca/en/treasury-board-secretariat/services/collective-agreements/occupational-groups.html>.

The main occupational groups (families) of civil service positions:

- Air Traffic Control (AI)
- Aircraft Operations (AO)
- Applied Science and Patent Examination (SP)
- Architecture, Engineering and Land Survey (NR)
- Computer Systems (CS)
- Executive (EX)
- Audit, Commerce and Purchasing (AV)
- Border Services (FB)
- Computer Systems (CS)
- Correctional Services (CX)
- Economics and Social Science Services (EC)
- Education and Library Science (EB)
- Electronics (EL)
- Financial Management (FI)
- Foreign Service (FS)
- Human Resource Management (HM)
- Law Management (LC)
- Program and Administrative Services (PA)
- Health Services (SH)
- Law Practitioner (LP)
- Non-Supervisory Printing Services (PR (NS))
- Operational Services (SV)
- Police Operations Support (PO)
- Radio Operations (RO)
- Research (RE)
- Permanent members and reservists of the Royal Canadian Mounted Police
- Ship Repair Chargehands and Production Supervisors - East (SRC)
- Ship Repair - East (SRE)
- Ship Repair - West (SRW)
- Ships Officers (SO)
- Technical Services (TC)

- Translation (TR)
- University Teaching (UT)

The process of revising the occupational group structure is a complex undertaking for Canada's civil service because of its size and diversity. **The revision entails:**

- detailed data analysis;
- collecting information from departments and agencies about the work being reviewed;
- consultations with key stakeholders, including bargaining agents;
- reporting and approval with governance committees;
- development of new definitions of the occupational groups (if necessary); and
- testing to validate the results.

Positions classification is regulated by classification standards. Each occupational group has its own classification standard.

The classification process includes:

- revision of the job description in order to determine the main purpose of the position;
- attributing the position to the occupational group;
- attributing the position to the occupational sub-group; and
- using the appropriate classification standard for level definition.

Classification Standard – tool that describes the factors, elements, and other criteria, used to establish relative value of work for occupational groups and sub-groups.

As follows, the position classification is a basis for carrying out the assessment of positions and determination of remuneration level.

GRADING

To evaluate the positions in most occupational groups, the factor-point method of evaluation is applied, but there are groups that are evaluated using the method of categorization.

The valuation of positions is based on the following criteria, as per the Canadian Human Rights Act:

- knowledge and skills (education, experience, advanced training);
- efforts (mental, physical);
- responsibilities (quantity and level of subordinates);
- working conditions.

The general factors are characteristic for all civil service positions. At the same time, there is a separate list of factors for each occupational group that form factor plans.

Examples of factor plans for individual occupational groups are shown in Table 1.

Table 1

Factor plans for occupational groups of civil service positions¹

Occupational group «Administrative Services»	Occupational group «Financial Management»	Occupational group «Personnel administration»
<p>Knowledge</p> <ul style="list-style-type: none"> • Education • Experience • Continuing Study <p>Decision-making</p> <ul style="list-style-type: none"> • Scope for decision making • Impact of decisions <p>Responsibilities for contacts</p> <ul style="list-style-type: none"> • Nature of contacts (for what?) • Persons Contacted (with who?) <p>Supervision</p> <ul style="list-style-type: none"> • Numbers supervised • Level of employees supervised 	<p>Expertise</p> <ul style="list-style-type: none"> • Financial Subject Matter Expertise • Breadth- Diversity of Expertise • Depth- Intensity of Expertise • Managerial Expertise • Interpersonal Expertise <p>Nature of Work</p> <ul style="list-style-type: none"> • Requirement for Independent action • Intricacy of the Work <p>Nature of Impact</p> <ul style="list-style-type: none"> • Level of influence • Size and nature of resources 	<p>Knowledge Decision Making Management Responsibility</p>

The importance of the characteristics of work in terms of assessing the relative value of each element is reflected in the maximum point values assigned to the elements. Each element of the classification standard is designed as a continuum of value, ranging from low to high. The overall value of a given job using this system is therefore the sum of the points for each selected rating in each element.

An example of Element Weighting, based on the assessment results of the civil service positions of Economics and Social Science Services, is shown in table 2

Table 2

Element weighting points based on the assessment results of the civil service positions of Economics and Social Science Services

Elements	Percentage of total points	Maximum point values
Decision Making	21	210
Management and Operational Management	14	140
Communication	18	180
Knowledge of Specialized Fields	10,5	105
Contextual Knowledge	10,5	105
Research and Analysis	21	210
Physical Effort	1,5	15
Sensory Effort	1	10
Working Conditions	2,5	25
Total	100%	1000

After the assessment of positions, the points are added and the final sum informs the level (*example: EC-06*).

1 Guidance for the Positions Classification / [Y. Hontsiash, N. Hnydiuk, and others; under the general editorship of Y. Hontsiash]. – K.: Project “Civil Service Human Resources Management Reform in Ukraine”, 2012. – 188 p.

RESPONSIBLE GOVERNMENT AUTHORITY

Treasury Board of Canada oversees the expenses and functioning of the Government of Canada and is the main employer of the civil service.

Treasury Board, as an employer negotiates collective agreements with 17 different bargaining agents for a variety of occupational groups.

In executing its responsibilities for human resource management, the Treasury Board may:

- identify the human resources needs of the civil service, ensuring the allocation and efficient use of human resource on the civil service;
- oversee the classification of civil service positions; and
- negotiate the remuneration and terms and conditions of civil servants, including working hours, leave entitlements, and other benefits.

Deputy Heads of federal departments and agencies are empowered to take a decision as to position classification in accordance with Treasury Board policies, guidelines, and the relevant classification standard for evaluation.

LEGAL REGULATIONS

- Financial Administration Act:
<https://laws-lois.justice.gc.ca/eng/acts/F-11/FullText.html>
- Canadian Human Rights Act:
<https://laws-lois.justice.gc.ca/eng/acts/h-6/page-1.html>
- Public Service Employment Act:
<https://www.laws-lois.justice.gc.ca/eng/acts/P-33.01/>
- Federal Public Sector Labour Relations Act:
<https://laws-lois.justice.gc.ca/eng/acts/P-33.3/page-2.html>
- Public Service Modernization Act, 2003:
<https://laws-lois.justice.gc.ca/eng/acts/P-33.4/FullText.html#:~:text=Public%20Service%20Modernization%20Act%20S.C.%202003%2C%20c.%2022,and%20to%20make%20consequential%20amendments%20to%20other%20Acts>
- Policy on People Management:
[https://www.tbs-sct.gc.ca/pol/\(S\(e021jvamqbhco5551teiyz55\)\)/doc-eng.aspx?id=32621](https://www.tbs-sct.gc.ca/pol/(S(e021jvamqbhco5551teiyz55))/doc-eng.aspx?id=32621)
- Collective agreements:
<https://www.tbs-sct.gc.ca/agreements-conventions/list-eng.aspx>

REPUBLIC OF KAZAKHSTAN¹



¹ Information is taken from open sources and questionnaires

POSITIONS CLASSIFICATION

Civil service positions classification carried out according to *the Register of positions of political and administrative civil servants* and allocated to **4 functional corps, categories groups and categories.**

Corps "A" – administrative government positions of managerial level, for which there is a special procedure for admission, passage and termination of civil service of the Republic of Kazakhstan, and also special qualifications requirements.

Category 1 – Chiefs of Apparatus of the Constitutional Council of the Republic of Kazakhstan, Executive Office of the President of the Republic of Kazakhstan, Central Election Commission of the Republic of Kazakhstan, Accounts Committee for Control over Execution of the Republican Budget, Agency of the Republic of Kazakhstan for Civil Service Affairs, Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Agency for Protection and Development of Competition of the Republic of Kazakhstan, Head of the Department for Ensuring the Activities of Courts under the Supreme Court of the Republic of Kazakhstan (Apparatus of the Supreme Court of the Republic of Kazakhstan), Secretary of the Supreme Judicial Council of the Republic of Kazakhstan – Head of Apparatus, Heads of Apparatus of central executive bodies, Head of the National Center for Human Rights.

Category 2 – Heads of Committees of central executive bodies, Deputy Heads of the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan.

Category 3 – Heads of Apparatus of oblast, cities of republican importance, the capital.

Corps "B" – administrative government positions, which is not included in corps "A".

Categories group A

Office of the President of the Republic of Kazakhstan, Chancellery of the First President of the Republic of Kazakhstan - Elbasy, Apparatus of the Security Council of the Republic of Kazakhstan.

- Category A-1 – Head of the Division.
- Category A-2 – Inspector.
- Category A-3 – Consultant.
- Category A-4 – Expert.
- Category A-5 – Referent.

Category B

Apparatus of the Chambers of the Parliament of the Republic of Kazakhstan, Chancellery of the Prime Minister of the Republic of Kazakhstan, Department for Ensuring the Activities of Courts under the Supreme Court of the Republic of Kazakhstan (Apparatus of the Supreme Court of the Republic of Kazakhstan), Apparatus of the Constitutional Council of the Republic of Kazakhstan, Apparatus of the Supreme Judicial Council of the Republic of Kazakhstan, Executive Office of the President of the Republic of Kazakhstan, Apparatus of Central Election Commission of the Republic of Kazakhstan, Accounts Committee for Control over Execution of the Republican Budget, Agency of the Republic of Kazakhstan for Civil Service Affairs, Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau), Agency for Protection and Development of Competition of the Republic of Kazakhstan, Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Attorney-General of the Republic of Kazakhstan, Agency of the Republic of Kazakhstan for Financial Monitoring.

Category B-1 – Deputy Heads of the Department for Ensuring the Activities of Courts under the Supreme Court of the Republic of Kazakhstan (Apparatus of the Supreme Court of the Republic of Kazakhstan), Apparatus of the Supreme Judicial Council of the Republic of Kazakhstan, Head of the structural unit.

Category B-2 – Deputy Head of the structural unit.

Category B-3 – Assistant, Adviser to the Prime Minister of the Republic of Kazakhstan, Assistant, Adviser to the Chairman of the Chamber of the Parliament of the Republic of Kazakhstan, Assistant, Adviser to the Head of Supreme Court of the Republic of Kazakhstan, Assistant, Adviser to the Head of the Constitutional Council of the Republic of Kazakhstan, Assistant, Adviser to the Head of Central Election Commission of the Republic of Kazakhstan, Chief Inspector of the Office of the Prime Minister of the Republic of Kazakhstan, Executive Office of the President of the Republic of Kazakhstan, Head of Department (Service) Agency of the Republic of Kazakhstan for Civil Service Affairs, Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau), Agency for Protection and Development of Competition of the Republic of Kazakhstan, Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Attorney-General of the Republic of Kazakhstan, Agency of the Republic of Kazakhstan for Financial Monitoring, Press Secretary of the Agency for Protection and Development of Competition of the Republic of Kazakhstan.

Category B-4 - Assistant, Adviser to the Deputy Prime Minister of the Republic of Kazakhstan, Assistant, Adviser to the Head of the Chancellery of the Prime Minister of the Republic of Kazakhstan, Assistant, Adviser to the Manager of Affairs of the President of the Republic of Kazakhstan, Heads of the Accounts Committee for Control over Execution of the Republican Budget, Agency of the Republic of Kazakhstan for Civil Service Affairs, Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau), Agency for Protection and Development of Competition of the Republic of Kazakhstan, Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, Assistant to the Deputy Speaker of Chamber of the Parliament of the Republic of Kazakhstan, Assistant to the Chief of Apparatus of Chamber of the Parliament of the Republic of Kazakhstan, Assistant to the Chief of Appartus of the Supreme Court of the Republic of Kazakhstan, Head of the Division, Chief Consultant, Ethics Commissioner.

Category B-5 – Chief Expert, Assistant Deputy of the Parliament of the Republic of Kazakhstan.

Category B-6 – Expert.

Categories group C

Bodies, which directly subordinated to and accountable to the President of the Republic of Kazakhstan, central executive bodies, Archive of the President of the Republic of Kazakhstan, National Center on Human Rights, departments of central executive bodies, foreign institutions of the Republic of Kazakhstan, Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan.

Category C-1 – Deputy Head of the Committee of central executive body, Director of the Department, Ambassador of special mission of the Ministry of Foreign Affairs of the Republic of Kazakhstan, chargé d'affaires, Deputy Permanent Representative on the international organization, Consul General, Adviser-envoy of foreign institutions, Press Secretary.

Category C-2 – Deputy Director of the Department, Adviser of foreign institutions.

Category C-3 – Head of Department, Deputy Head of Department, Assistant, Adviser to the First Head of central executive body, First Secretary of foreign institutions, Consul - Head of the Consulate, Ethics Commissioner.

Category C-4 – Chief Expert, Adviser to the Ministry of Foreign Affairs of the Republic of Kazakhstan, First Secretary of the Ministry of Foreign Affairs of the Republic of Kazakhstan, Second Secretary of the Ministry of Foreign Affairs of the Republic of Kazakhstan and foreign institutions, Consul of General Consulate.

Category C-5 – Expert, Third Secretary of the Ministry of Foreign Affairs of the Republic of Kazakhstan and foreign institutions, Vice-Consul of General Consulate, Attaché of the Ministry of Foreign Affairs of the Republic of Kazakhstan and foreign institutions, Referent of the Ministry of Foreign Affairs of the Republic of Kazakhstan and foreign institutions, interregional and

regional subdivisions of central state bodies and their departments, subdivisions of central state bodies in cities of republican significance, the capital.

Category C-O-1 – Head, Head of Customs.

Category C-O-2 – Deputy Head, Deputy Head of Customs, Head of the Chancellery of the oblast and equivalent Courts, Head of the Secretariat of the Ethics Council of the Agency of the Republic of Kazakhstan for Civil Service Affairs.

Category C-O-3 – Head of Department, Head of Department of the territorial body of the Agency of the Republic of Kazakhstan for Civil Service Affairs, Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau), Agency of the Republic of Kazakhstan for Financial Monitoring, Head of the Customs Post, Head of the territorial department - a Senior Bailiff.

Category C-O-4 – Head of Unit, Deputy Head of Customs Post, Bailiff.

Category C-O-5 – Chief Specialist, Chief Specialist of Customs, Chief Specialist of Customs Post, Senior Bailiff of the Chancellery of the oblast and equivalent Courts.

Category C-O-6 – Leading Expert, Leading Customs Specialist, Leading Specialist of Customs Post, Bailiff of the Chancellery of the oblast and equivalent Courts, subdivisions of central state bodies and their departments in districts, districts in the city and cities of oblast importance.

Category C-R-1 – Head of the district territorial administration, Head of the Chancellery of the district and equivalent Courts.

Category C-R-2 – Deputy Head of the district territorial administration.

Category C-R-3 – Head of the department of district territorial administration.

Category C-R-4 – Chief Specialist, Senior Bailiff of the Chancellery of the district and equivalent Courts.

Category C-R-5 – Leading Expert, Bailiff of the Chancellery of the district and equivalent Courts.

Categories group D

Apparatus of the oblast, cities of republic importance, the capital, oblast, cities of republic importance, the capital, Apparatus of Audit Commissions of oblast, cities of republic importance, the capital.

Category D-1 – Head of Apparatus of the oblast, Head of Audit Commission.

Category D-2 – Head of Apparatus of Audit Commissions of oblast, cities of republic importance, the capital, Deputy Head of Apparatus of the oblast, Member of Audit Commission, Assistant of Apparatus of the oblast, cities of republic importance and the capitals for military security and defense, Press Secretary.

Category D-3 – Head of the Structural Unit, Assistant, Adviser of Apparatus of the oblast, cities of republic importance, the capital, Chief Inspector, Ethics Commissioner.

Category D-4 – Chief Specialist.

Category D-5 – Leading Expert.

Category D-O-1 – Head.

Category D-O-2 – Deputy Head, Head of the Secretariat of the Assembly of the Nation of Kazakhstan.

Category D-O-3 – Head of Unit.

Category D-O-4 – Chief Specialist.

Category D-O-5 – Leading Expert.

Category D-O-6 – Specialist.

Categories group E - Apparatus of districts, districts in the city and cities of oblast importance.

Category E-1 – Deputies of Apparatus of districts, districts in the city and cities of oblast importance.

Category E-2 – Head of Apparatus.

Category E-3 – Head of the structural unit, Assistant, Adviser, Chief Inspector of Apparatus of district.

Category E-4 – Chief Specialist.

Category E-5 – Leading expert, district state executive bodies financed from the local budget, cities of district importance, villages, settlements, rural districts.

Category E-R-1 – apparatus of cities of district importance, villages, settlements, rural districts, Head of the department.

Category E-R-2 – Deputy Head of Unit.

Category E-R-3 – Head of the Division.

Category E-R-4 - Chief Specialist.

Category E-R-5 – Leading Expert, Apparatus of cities of district importance, villages, settlements, rural districts.

Category E-G-1 – Deputy of Apparatus.

Category E-G-2 – Head of the structural unit, Assistant, Adviser of Apparatus.

Category E-G-3 – Chief Specialist.

Category E-G-4 – Leading Expert.

GRADING

As of January 1, 2021, the basic salary in the amount of 17697 tenge has been set for civil servants, employees of organizations maintained at the expense of the state budget, employees of state enterprises.

From January 1, 2018 in the Republic of Kazakhstan has been introduced the pilot project of the remuneration system of administrative civil servants for central state and local executive bodies.

The remuneration system of administrative civil servants of pilot bodies is based on the hourly system of remuneration.

Remuneration of administrative civil servants of pilot bodies is carried out on the basis of the scheme of official salaries, payment of the help for improvement of health, allowances, compensations, bonuses.

Pilot bodies:

- Agency of the Republic of Kazakhstan for Civil Service Affairs.
- Territorial bodies of the Agency of the Republic of Kazakhstan for Civil Service Affairs by oblast, cities of republic importance, the capital.
- Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau).
- Territorial bodies of the Agency of the Republic of Kazakhstan for Anti-Corruption (Anti-Corruption Bureau) by oblast, cities of republic importance, the capital.
- Ministry of Justice of the Republic of Kazakhstan.
- Territorial bodies of the Ministry of Justice of the Republic of Kazakhstan by oblast, cities of republic importance, the capital.
- Local executive bodies of the city Nur Sultan.
- Local executive bodies of the city Almaty.
- Local executive bodies of the city Shymkent.
- Local executive bodies of Atyrau oblast.
- Local executive bodies of Karaganda oblast.
- Local executive bodies of Mangistau oblast.
- Local executive bodies of Pavlodar oblast.

For establishment the sizes of official salaries are applied **levels and functional blocks.**

Level – an indicator that determines the position of the administrative civil post of pilot

body in depending on results of its assessment and used for establish the official salary.

In all are selected **4 functional blocks.**

Functional block SCS (senior management personnel) – administrative public positions of corps “A”.

Functional block A (main personnel) – administrative public positions of corps “B”, which are entrusted with the functions of formation and implementation of public policy in the relevant sphere (field) of public administration.

Functional block B (favourable personnel) - administrative public positions of corps “B”, except the positions, which related to main or auxiliary personnel.

Functional block C (auxiliary personnel) - administrative public positions of corps “B”, on which are entrusted the functions of ensuring administrative and economic activities, internal control over the implementation of errands of the management of pilot body or higher bodies, as well as the protection of state secrets (*Table 1*).

Table 1

Distribution of administrative public positions of pilot bodies by levels and functional blocks

Name of civil service position	Levels in functional blocks			
	SCS	A	B	C
Heads of Apparatus	15	-	-	-
Head of Apparatus of the oblast, city of republican importance, the capital	14	-	-	-
Director of the Department	-	12	11	10
Head of the executive body of the capital, financed from the local budget	-	12	-	-
Head of territorial body, executive body of oblast, city of republican importance, the capital Deputy Head of the executive body of the capital, financed from the local budget Deputy Head of Apparatus of the oblast, city of republican importance, the capital Deputy district of the oblast, district in the city and city of oblast importance	-	11	-	-
Deputy Director of the Department	-	11	10	9
Deputy Head of the territorial body	-	10	-	-
Heads of inter-district departments Councilor Heads	-	9	-	-
Head of Department (Service)	-	9	8	7
Ethics Commissioner	-	-	9	-
Adviser of oblast, city of republican importance Deputy Head of the department of the district executive body, financed from the local budget Deputy city of district importance, village, settlement, rural district	-	8	-	-
Head of the structural unit of Apparatus of oblast, city of republican importance Head of the department of the executive body of oblast, city of republican importance, financed from the local budget	-	8	7	6
Chief Inspector of Apparatus of the capital	-	8	7	6

Ethics Commissioner of Apparatus of oblast, city of republican importance, the capital Press Secretary of Apparatus of the capital	-	-	8	-
Press Secretary of Apparatus of oblast, city of republican importance	-	-	7	-
Head of the department of the territorial body	-	7	6	5
Adviser of the district of the oblast, the district in the city and the city of oblast importance	-	7	-	-
Chief Consultant	-	7	6	5
Chief Inspector of Apparatus of the district of oblast, the district in the city and the city of oblast importance	-	6	5	4
Assistant to the Head, Minister	-	8	7	6
Adviser of the city of district importance, village, settlement, rural district	-	6	-	-
Head of division of the department of the district executive body, financed from the local budget	-	6	5	4
Chief Expert Chief Specialist	-	6	5	4
Assistant of oblast, city of republican importance, district of the oblast, district in the city and city of oblast importance	-	-	-	5
Chief Specialist of territorial body	-	5	4	3
Assistant of city of district importance, village, settlement, rural district	-	-	-	4
Chief Specialist of Apparatus of the city of district importance, village, settlement, rural district	-	4	3	2
Expert	-	4	3	2
Leading Specialist of Apparatus of the capital	-	4	3	2
Leading Specialist of Apparatus of oblast, city of republican importance	-	3	2	1
Leading Specialist of Apparatus of the city of district importance, village, settlement, rural district	-	2	1	-

Salaries on a scale of factor points are paid depending on the volume and work complexity of the civil servant. This is an advantage over traditional salary.

The introduction of a scale of factor points reduces the difference in wages, especially between employees of local and central executive bodies, from 70 percent to 20 percent.

Valuing the civil service positions is carried out in according to methodical recommendations by assessment and distribution of administrative state positions on levels and functional blocks in a pilot mode, approved by the authorized body in the field of civil service.

A Commission for the development of proposals for the provision of material assistance (hereinafter - the Commission) is formed in the pilot body. The regulations and staff of the Commission, which includes the Heads of structural units, are approved by the decision of the Head of the pilot body or the Head of Apparatus. The recommendations of the Commission serve as a basis for deciding on the amount of material assistance.

Giving a material assistance to administrative civil servants, as well as the establishment

of allowances to the official salaries of administrative civil servants of corps "B" of the pilot bodies are carried out by saving the current administrative costs of the pilot body during the financial year.

Allowances to the official salaries of administrative civil servants of corps "B" of the pilot bodies are also realized in case of a decision to reduce the number of civil servants of the pilot bodies at the expense of funds provided to ensure the activities of pilot bodies, calculated in accordance with the approved staffing limits.

Bonuses are paid at the expense of funds provided for the formation of the target bonus fund in the system of remuneration of administrative civil servants of pilot bodies.

The adjusted bonus fund of administrative civil servants of corps "A" and "B" of the pilot body is determined as a result of correction of target bonus fund of administrative civil servants of corps "A" and "B" of the pilot body based on the results of achieving the target indicators of the pilot body for the reporting period.

Remainder of budget costs after the adjustment of the target bonus fund must be returned to the state budget through further adjustment of the budget of the pilot body.

The adjusted bonus of administrative civil servant of corps "A" depends on the achievements of target indicators of the pilot body, KPI and priorities.

The adjusted bonus of administrative civil servant of corps "B" depends on the achievements of target indicators of the pilot body, KPI of the structural unit and own KPIs of administrative civil servant of corps "B" for the reporting period.

The payment of bonuses to administrative civil servants of the pilot bodies is carried out during a month after the approval of the results of assessment of the pilot body's activity based on the results of the year, taking into account the adjusted bonus fund of the pilot body.

For the present, comparing the salary with the market for adjusting the grades is not carried out, but from July 1, 2021, it is planning to expand the factor-point system of remuneration to all government authorities and to annually compare the remuneration of civil servants with the market salary.

RESPONSIBLE GOVERNMENT AUTHORITY

Agency for Civil Service Affairs and Anti-Corruption - carries out coordination in the field of civil service, assessment and state control over the quality of public services.

LEGAL REGULATIONS

- Law of the Republic of Kazakhstan On Civil Service, November 23, 2015, No 416-IV LRK.
URL: <https://adilet.zan.kz/rus/docs/Z1500000416>
- Order of the Head of the Agency of the Republic of Kazakhstan for Civil Service Affairs and Anti-Corruption About the statement of Methodical recommendations by assessment and distribution of administrative state positions on levels and functional blocks in a pilot mode, December 29, 2017 No 267.
URL: https://online.zakon.kz/Document/?doc_id=37647330
- Resolution of the Government of the Republic of Kazakhstan On some issues of remuneration of administrative civil servants in a pilot mode December 29, 2017 No 939.
URL: <https://primeminister.kz/ru/decisions/29122017-939>
- Decree of the President of the Republic of Kazakhstan On approval of the Register of positions of political and administrative civil servants December 29, 2015, No 150.
URL: <https://adilet.zan.kz/rus/docs/U1500000150#z7>

THE REPUBLIC OF CROATIA



POSITIONS CLASSIFICATION

The **positions classification system** ensures the implementation of management and executive tasks in the following categories:

- a. civil servants` managerial positions** – positions that include powers and responsibilities related to the management of the government authorities, administrative organizations and internal organizational units within the government authorities, the establishment of strategies and programmes within the competence of the government authorities and the coordination of laws and other regulations.
- b. senior civil servants` positions** – positions that include the development and implementation of strategies and programmes, laws and other regulations, inspection tasks, internal control and audit tasks, as well as resolving administrative and other tasks within the competence of the government authorities.
- c. junior civil servants` positions** – positions that include the performance of ordinary administrative and professional tasks in government authorities.

There are special provisions for civil servants in judiciary bodies, civil servants carrying out inspection duties and civil servants in the Constitutional Court of the Republic of Croatia. The division into 3 main categories was introduced *in 2007*.

Positions are also divided into **subcategories**.

Positions subcategories in the government authorities are determined by specially trained analysts in accordance with the Rules on Uniform Standards and Criteria for Determining Names and Descriptions of Civil Service Regulations approved by the Central State Administration. The analyst receives the necessary data for the compilation of position descriptions by a civil servant whose position description is compiled or amended. The data are confirmed by the head of the internal organizational unit of the government authority or another civil servant appointed by the head of the authority.

The subcategory by which the work is classified is the subcategory that corresponds to most of the tasks in the position description, *if the approximate percentage of time spent on its implementation exceeds 60%*.

In the central authority of public administration in the sphere of civil service, a commission is established to review and evaluate position descriptions.

Criteria for positions classification (Article 74 3X On Civil Service, Article 3 of the Resolution of the Government of Croatia On Civil Service Positions Classification):

- **the necessary professional knowledge** – the level of education, knowledge, work experience, competencies and skills necessary for the effective performance of work in the position;
- **the complexity of work** – reflects the level of complexity of tasks performed at the workplace, and the complexity of the procedures used in its solution, the level of personal contribution of the requested civil servant and the amount of work;
- **the independence in work** – reflects the degree of performance of tasks in accordance with the general or specific instructions of superiors and the amount of supervision of superiors required to perform the tasks of a particular workplace;
- **the degree of cooperation with other government authorities and communication with the parties** – reflects the type and frequency of contacts imposed in the performance of the tasks of a workplace, and its importance for the work of the government authority;
- **the degree of accountability and influence on decision-making** – expresses the extent to which jobs performed in the workplace affect the implementation of programme tasks of the government authority, including responsibility for their own

tasks and responsibilities related to the definition of tasks to other civil servants and supervision for its implementation.

The positions classification is the basis for regulating the salary system in the civil service.

Positions levels and standard titles

1. Civil service managerial positions category: medium, senior, high and very high levels.

Includes **four subcategories** indicating the level of the subcategory:

- chief manager;
- senior manager;
- manager;
- junior manager.

2. Civil service senior positions category: medium, senior, high levels.

Includes **five subcategories:**

- chief adviser;
- senior advisor-specialist;
- senior advisor;
- advisor;
- senior associate.

3. Civil service junior positions category: very low, low, medium levels.

Includes **three subcategories:**

- associate;
- senior clerk;
- clerk.

GRADING

Civil servants are entitled to equal pay for equal work, i.e. work of equal value, regardless of whether they are in the civil service for an indefinite period or a fix-term period, or are on probation.

The salary of a civil servant or employee is the product of the coefficient of the complexity of the job to which the civil servant or employee is assigned and the basis for calculating the salary, increased by 0.5% for each completed year of service.

Until the entry into force of a special law which will regulate salaries and other material rights of civil servants and employees, the provisions of the Law on Civil Servants (2001) concerning the issue of salaries, the provisions of the Decree on job titles and coefficients of complexity in the civil service and the Regulation on Jobs and Special Working Conditions in the Civil Service will remain in force.

Salaries of civil servants and employees are regulated by several special laws and other regulations for individual services (police, customs, tax administration, certified state auditors, Armed Forces, etc.), and collective agreements are also applied which regulate salaries and other material rights.

RESPONSIBLE GOVERNMENT AUTHORITY

The Special Commission established by the Government of the Republic of Croatia is responsible for the evaluation of civil service positions.

Unified standards and criteria for determining the name and description of individual positions in the civil service are governed by the rules **of the central authority of government administration in the sphere of the civil service (Ministry of Public Administration).**

Names and descriptions of positions in the government authority are determined by an internal order of the head of the authority with the prior consent of the central authority of state administration in the sphere of the civil service (the Law of Croatia On Civil Service).

LEGAL AND NORMATIVE REGULATIONS

- The Law of Croatia On Civil Service as of April 24, 2012 No. 1166 – [Zakon o državnim službenicima \(Pročišćeni tekst\) \(nn.hr\)](#)
- Resolution of the Government of Croatia On the Civil Service Positions Classification as of July 19, 2007 No. 2420 - [Uredba o klasifikaciji radnih mjesta u državnoj službi \(nn.hr\)](#)
- Rules on Common Standards and Criteria for Determining the Titles and Descriptions of Civil Service Provisions as of November 12, 2007 No. 3406 – [Pravilnik o jedinstvenim standardima i mjerilima za određivanje naziva i opisa radnih mjesta u državnoj službi \(nn.hr\)](#)

UKRAINE



POSITIONS CLASSIFICATION

Since 2020, Ukraine has been reforming the remuneration system for civil servants on the basis of positions classification. The first stage of the reform implementation is the preparation of a pilot project to introduce remuneration system for civil servants based on the positions classification in pilot government authorities: Secretariat of the Cabinet of Ministers of Ukraine, Ministry of Digital Transformation of Ukraine, Ministry of Finance of Ukraine, National Agency of Ukraine on Civil Service and its territorial authorities.

Classification of civil service positions is carried out in accordance with:

- Methodology for Classification of Civil Service Positions, approved by the NAUCS order as of September 30, 2020 No 187-20, registered in the Ministry of Justice of Ukraine as of December 07, 2020 № 1219/35502 (hereinafter – Methodology), which defines the general requirements for the classification of civil service positions in government authorities that are participants in the pilot project;
- Catalogue of Standard Civil Service Positions and Criteria for Assignment to such Positions, approved by the NAUCS order as of December 18, 2020 No 246-20 (hereinafter – Catalogue), which defines the list of families and levels of civil service positions, provides a description of them.

The catalogue provides for the division of positions into families of positions and position level, taking into account the jurisdiction of state bodies.

Families of positions – civil service positions united by common functional areas;

Position level – a feature that reflects the qualitative differences in the characteristics of complexity and responsibility of work at a particular level of service in civil service positions.

According to the Catalogue, **there are 28 families of positions:**

- administrative management;
- service administration;
- analysis and formation of state policy;
- direct provision of administrative services and consultations;
- accounting;
- internal audit;
- economic functions;
- state supervision and control;
- office work, chancery and archive;
- ensuring implementation and coordination of policy;
- procurement;
- prevention of corruption;
- informational security;
- communication and information support;
- literary editing;
- international cooperation;
- mobilization training and mobilization;
- rule-making and examination;
- organization of meetings;
- legal support;
- protocol and ceremony;
- regime-secret activity;
- management of state property;
- IT systems management;
- HR;

- management and development of IT projects;
- financial management;
- civil protection and labour protection.

The description of each family includes:

- the name and the family number of typical civil service positions;
- the main functionality of typical positions;
- position levels;
- the level of jurisdiction of the government authority.

According to the Catalogue positions are classified into 9 levels, which are differentiated in depending on categories of civil service:

1. **for civil service positions of categories "A" and "B", which are heads of civil service in government authorities:**
 - First leading level;
 - Second leading level;
 - Third leading level;
2. **for civil service positions of category "B":**
 - Fourth leading level;
 - Fifth leading level;
 - Sixth leading level;
3. **for civil service positions of category "C":**
 - Higher professional level;
 - Middle professional level;
 - Entry professional level.

In addition, government authorities are divided into **3 levels of jurisdiction:**

1. **First** – government authorities, whose jurisdiction extends to the entire territory of Ukraine;
2. **Secondary** – government authorities, whose jurisdiction extends to the territory of the Autonomous Republic of Crimea, one or more oblasts, the cities of Kyiv and Sevastopol;
3. **Third** – government authorities, whose jurisdiction extends to the territory of one or more districts, districts in cities, cities of regional significance.

Classification of civil service positions is carried out by the classification committee of the government authority to which these positions are assigned.

According to the Methodology, the procedure of classification of civil service positions is carried out in three stages.

1. Preparatory stage:

- a. Issuance of an Order on holding the classification. In Order must be reflect the information about quantity of positions, which are passing classification, staff of the classification committee of a government authority, and duration of passing classification.
- b. In staff of classification committee entering: Head of Committee - Head of the Civil Service of the Government Authority, Deputy Chairman of the Committee - Head of the HR service, Members of the Committee - Head of the Structural Unit for Strategic Planning and 4 Heads of Independent Structural Units. Organizational support of classification committee sessions provides by the Secretary of classification committee - an employee of the HR service;
- c. Carrying out training by the National Agency of Ukraine on Civil Service for members of classification committee according to the approved by NAUCS certified advanced training program;
- d. Internal preparation for the classification of government authority positions. Personnel management service together with other structural subdivisions of the gov-

ernment authority provides:

- informing all employees of the government authority about the beginning of carrying out the classification of civil service positions, goal, targets and deadlines;
- familiarization members of classification committee with the Catalog, others documents on the definition of tasks and functions for civil service positions, which are approved by the NAUCS;
- familiarization members of classification committee with staff list of government authority, regulation on government authority, strategic and program documents, which guide the government authority in its activities, regulations on structural units and position descriptions.

2. Practical stage:

- a. Filling the Form of main information about the civil service position;
- b. Sending the completed Forms of main information about the civil service position to the Secretary of classification committee.

3. Analytical stage:

- a. Carrying out the classification of the civil service position on meetings of classification committee;
- b. Submission of the generalized Form of main information about position and signed by Head of classification committee Forms of consolidated information on the classification of civil service positions for positions of categories "A", "B" and "C" to the NAUCS.

The new model of remuneration of civil servants (preparation for implementation are underway)

The new remuneration model provides for determining the size of official salary based on the classification of positions. The system of grades for civil service positions has been elaborated. Preliminarily, 15 grades have been identified that correspond to a certain level of wages.

The elaborated model of remuneration provides for determining the level of remuneration on civil service positions by the next algorithm:

- carrying out the positions classification by classification committees of government authorities;
- comparing the level of remuneration in the civil service with the market;
- attributing positions to grades and steps based on families of positions, position level, jurisdiction and type of government authority.

In accordance to the elaborated model, the comparison of the level of remuneration in the civil service with the private sector in order to determine a competitive level of remuneration will be conducted annually. Based on their results, will be carried out the adjustment of rate of salary.

Remuneration system provides strengthening constant wages up to 70% and restriction of variable components (excessive allowances and bonuses) to 30% on individual level.

Expansion of the remuneration system based on the classification of positions to all state bodies of Ukraine is planned **for 2023**.

Current conditions of remuneration of civil servants.

The salary of a civil servant consists of:

- salary;
- seniority allowances;
- allowances for the rank of civil servant;
- bonus (in case of establishment).

In order to establish the rate of salaries, government authorities are divided into 5 levels.

The rate of the salary is defined as a fixed amount depending on the categories (category A, B and C), subcategories (A1, A2, B1, B2, B3, C1, C2, C3) and according to the positions held within the subcategories.

The scheme of salaries on civil service positions and the conditions of remuneration of civil servants are determined by the Cabinet of Ministers of Ukraine on the proposal of the National Agency of Ukraine on Civil Service.

RESPONSIBLE GOVERNMENT AUTHORITY

National Agency of Ukraine on Civil Service – is the central executive authority, which ensures the formation and implementation of state policy in the field of civil service, carries out functional management of the civil service in a government authority, another government authority, its apparatus (secretariat).

The NAUCS participates in all stages of the classification of civil service positions, provides methodological and advisory assistance, and may participate in meetings of classification committees with an advisory vote to prevent misclassification.

The NAUCS conducts and in case of non-compliance with the provisions of the Methodology or erroneous classification, the NAUCS sends to the government authority a notification of the need for revision or re-classification during five working days from the date of receipt of such notification by the relevant government authority.

LEGAL REGULATIONS

- Law of Ukraine On Civil Service as of December 10, 2015 No 889-VIII - <https://zakon.rada.gov.ua/laws/show/889-19#Text>
- Strategy for Public Administration Reform in Ukraine until 2021, approved by the order of the Cabinet of Ministers of Ukraine as of June 24, 2016 No 474 - <https://zakon.rada.gov.ua/laws/show/474-2016-%D1%80#Text>
- Strategy for Public Administration Reform in Ukraine for 2022-2025, approved by the order of the Cabinet of Ministers of Ukraine as of July 21, 2021 No 831-p - <https://zakon.rada.gov.ua/laws/show/831-2021-%D1%80#Text>
- The Concept of Reforming the System of Remuneration for Civil Servants, approved by the order of the Cabinet of Ministers of Ukraine, May 27, 2020 No 622-p - <https://zakon.rada.gov.ua/laws/show/622-2020-%D1%80#Text>
- Order of the Cabinet of Ministers of Ukraine as of November 11, 2021 No 1414-p On the Preparation and Implementation of a Pilot Project for the Introduction of a System of Remuneration for Civil Servants Based on the Classification of Positions - <https://www.kmu.gov.ua/npas/pro-pidgotovku-ta-realizaciyu-eksperimentalnogo-proektu-shchodo-zaprovadzhennya-sistemi-oplati-praci-t111120>
- Resolution of the Cabinet of Ministers of Ukraine as of January 18, 2017 No 15 Issues of Remuneration of Employees of Government Authorities - <https://zakon.rada.gov.ua/laws/show/15-2017-%D0%BF#Text>
- Methodology for Classification of Civil Service Positions, approved by the NAUCS order as of September 30, 2020 No 187-20, registered in the Ministry of Justice of Ukraine on December 07, 2020 for № 1219/35502 - <https://zakon.rada.gov.ua/laws/show/z1219-20#Text>
- Catalogue of Standard Civil Service Positions and Criteria for Assignment to such Positions, approved by the NAUCS order as of December 18, 2020 No 246-20 - <https://nads.gov.ua/npas/pro-zatverdzhennya-katalogu-tipovih-posad-derzhavnoyi-sluzhbi-i-kriteriyiv-vidnesennya-do-takih-posad>

**INTERNATIONAL PRACTICES OF THE POSITIONS CLASSIFICATION
AND GRADING IN THE CIVIL SERVICE I**

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