

MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER



*Occupations classifications
for national staff on international missions*

Weighting tool

Reminder of context

- **The weighting tool is one of the four deliverables of the occupations classification for national staff on international missions** (alongside the occupations descriptions, the grid and revision of the salary policy)
- **An International Mission weighting tool that is in line with the “French” weighting tool**

- Strictly identical criteria

- An identical number of degrees on each criteria which allows us to:

- Maintain an identical grading system
- Best maintain the category terminals which ultimately allow us to have a correspondence table between the French grid and the International Missions grid

But

- Adaptation of the degrees on each criteria in order to

- Adjust the reading grid (The entire organisation compared to the mission)
- Refine the specific circumstances related to international missions

The working group (GTOP)

- **4 working meetings have been held**
- **A fifth will be planned for Jan/Feb 2021 to proofread the complete grid and suggest any necessary adjustments.**
- **At the start (GTOP #1) :**
 - **3 General Coordinators**
 - Véronique Miollany (Georgia)
 - Yoann Maldonado (Madagascar)
 - Simon Trichot (Mexico)
 - **2 Desk Officers**
 - Charlotte Berthier
 - Léa Gauthier
 - **1 representative of HR**
 - Lise Avenel
- **At the end (GTOP #2, #3, and #4) :**
 - **2 General Coordinators**
 - Véronique Miollany (Georgia)
 - Charlotte Berthier (Madagascar)
 - **1 Desk Officer**
 - Yoann Maldonado
 - **1 representative of HR**
 - Lise Avenel

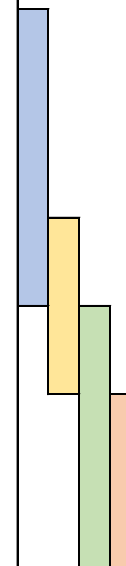
GLOSSARY

Glossary	
Site:	Base or capital
Multiple sites:	For a mission with several bases in the same country or cross-border missions (centralised coordination in one country)
Unit:	Service or department
Several levels of responsibility:	Manager of managers
Field of activities:	All activities related to a theme (harm reduction, SRHR, MHPSS, etc.) or a professional family (Finance, HR, etc.)
Professional speciality:	Set of activities linked to a sub-theme (HIV, unwanted pregnancies, drug users, etc.) or to specific aspect of a professional family (accounting, cash flow for finance, recruitment, payroll for HR)
Scope of activities:	Activities as defined by the occupation description
Internal:	MdM team (headquarters or field) + Mdm network
External:	Partners, users, local authorities
Strategic decision-makers:	National authorities, donors. Internal decision-making bodies
Users:	Beneficiaries, patients, etc.
Short term:	Immediate = 0 to 6 months (France)
Medium term:	Between 6 months and 2 years
Manager:	Line manager or operational manager
Participation:	Provides input but is not a stakeholder (does not participate in decision-making)
Contribution:	Actively collaborates in the construction, is a stakeholder

Details and adjustments by criteria 1/6

Education / Experience										
Definition	This criteria sets out the level of knowledge required to hold the occupation. This knowledge can be acquired through either education or professional experience. The criteria involves assessing the theoretical, academic & practical knowledge necessary to hold the occupation. This knowledge can be general or specialized, and acquired through initial or continuing education. This criteria does not refer to a qualification requirement but to the level of knowledge needed, whether acquired through education or professional practice.									
Degree of criteria	Classif France					Classif Nat-IM				
1	Mandatory schooling up to CAP-BEP level (French vocational qualifications, taken at age 16 in France)	7,7	No professional experience	7,7	15,4	8,3	Level VI	8,3	16,7	
2	BAC (French equivalent of UK 'A' levels)	15,4	1 to 2 years of professional experience	15,4	30,8	16,7	Level V	16,7	33,3	
3	2 years' post 'A' level higher education	23,1	2 to 4 years of professional experience	23,1	46,2	25,0	Level IV and/or knowledge of a foreign language	25,0	50,0	
4	3 or 4 years' post 'A' level higher education (i.e. first degree/Master's degree)	30,8	4 to 6 years of professional experience	30,8	61,5	33,3	Level III	33,3	66,7	
5	5 years' post 'A' level higher education	38,5	7 to 9 years of professional experience	38,5	76,9	41,7	Level II	41,7	83,3	
6	8 years' post 'A' level higher education (i.e. PhD)	46,2	10 to 12 years of professional experience	46,2	92,3	50,0	Level I	50,0	100,0	
7			More than 13 years of professional experience	53,8	100,0					
8										
9										
10										

Link with HR semantics



Level	Training	Professional experience
VI	Not beyond compulsory schooling (16 years)	None
V	Vocational qualification, school leaving certificate	1 to 2 years
IV	Baccalaureat or equivalent	2 to 4 years
III	Two-year degree (two year undergraduate degree, technical or university qualification)	4 to 6 years
II	Three/four year degree (three-year undergraduate degree, vocational degree, first year of Master's degree)	7 to 9 years
I	Five-year degree and above (second year of Master's degree, doctorate, etc.)	More than 10 years

Details and adjustments by criteria 2/6

Leadership / Supervision / Management				
Definition	Various types of people/team management (with line management, project management without line management but in the pursuit of common objectives, functional management). These different types of management all involve the necessity to develop cooperation, foster a common vision, provide guidance, clarify responsibilities, and ensure the development of skills and working conditions.			
Degree of criteria	Classif France		Classif Nat-IM	
1	No supervision or management responsibilities	11	No supervision or management responsibilities	11
2	Work group management and / or ad hoc supervision of interns, trainees, apprentices, occasional support workers and volunteers.	22	<u>Occasional</u> management, monitoring and/or supervision of service providers, users, teams (MdM or partner)	22
3	Management, monitoring and supervision of external providers on a regular basis.	33	<u>Regular</u> management, monitoring and/or supervision of service providers, users and staff (MdM or partner)	33
4	Supervision and / or management, either functional or hierarchical, and either on site or remotely, in one's field of activity at 1 level of responsibility, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	44	Technical supervision and/or management, either functional or hierachical, of team(s) (MdM or partner) on 1 level of responsibility and on 1 site, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	44
5	Supervision and / or management, either functional or hierarchical, and either on site or remotely, in several fields of activity at 1 level of responsibility, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	56	Technical supervision and/or management, either functional or hierachical, of team(s) (MdM or partner) on 1 level of responsibility and on several sites, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	56
6	Supervision and / or management, either functional or hierarchical, and either on site or remotely, in one's field of activity at several levels of responsibility, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	67	Technical supervision and/or management, either functional or hierachical, of team(s) (MdM or partner) on several levels of responsibility and on one site, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	67
7	Supervision and / or management, either functional or hierarchical, and either on site or remotely, in several fields of activity and at several levels of responsibility, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	78	Technical supervision and/or management, either functional or hierachical, of team(s) (MdM or partner) on several levels of responsibility and on several sites, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	78
8	Supervision and / or management, either functional or hierarchical, and either on site or remotely, in several fields of activity, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives, using a strategic approach.	89	Line management of an entire site or mission	89
9	Hierarchical supervision of one or more services or departments and participation in directors meetings.	100	Line management of an entire multi-site mission	100
10				

Link with HR semantics	

Adjustments to the “France” tool compared to the “International Missions” tool:

- Degree 2: differentiation between occasional and regular management/supervision/monitoring
- The concept of scope of activities is replaced by the concept of multi-site missions

Details and adjustments by criteria 3/6

Technicality/expertise

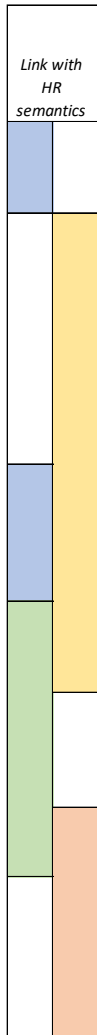
Definition	This criteria evaluates all the knowledge required to perform the activities of the role as well as the extent to which the role is involved in defining standards, techniques and methods.			
Degree of criteria	Classif France		Classif Nat-IM	
1	Sound knowledge and skill in using simple tools.	12,50	Sound knowledge and skill in using simple tools.	12,50
2	Proficiency in a professional speciality and knowledge of specific techniques, tools and methods.	25,00	Proficiency in one professional speciality and knowledge of specific techniques, tools and methods.	25,00
3	Proficiency in a professional speciality and knowledge of specific techniques, tools and methods. Requires transmitting knowledge and skills to other professionals who do not specialise in this field.	37,50	Proficiency in one professional speciality and knowledge of specific techniques, tools and methods. Requires the communication of knowledge	37,50
4	Proficiency in one or more professional specialities and knowledge of specific techniques, tools and methods. Requires transmitting knowledge and skills to other professionals in this field.	50,00	Proficiency in one field of activity or several professional specialities, and knowledge of specific techniques, tools and methods.	50,00
5	Proficiency in one or more professional specialities, including designing models or complex systems, finding innovative solutions, or managing new situations.	62,50	Proficiency in one field of activity or several professional specialities, and knowledge of specific techniques, tools and methods. Requiring the communication of knowledge	62,50
6	Proficiency in one or more professional specialities, including designing models or complex systems, finding innovative solutions, or managing new situations, and transmitting technical knowledge to other professionals in this field.	75,00	Proficiency in several fields of activity and knowledge of specific techniques, tools and methods. Requires the communication of knowledge	75,00
7	Proficiency in one or more professional specialities, in-depth theoretical knowledge and solid professional experience in the field(s) concerned, enabling the development of a strategic and prospective approach, designing innovative models, and the transmission of knowledge both internally and externally, to specialised audiences.	87,50	Proficiency in one field of activity AND its entire professional specialities, including designing models or complex systems, finding innovative solutions, or managing new situations Requires the communication of knowledge	87,50
8	The fields of activity require proficiency in several specialities. Solutions require anticipating strategic changes and measuring their impact in order to prepare decision-making elements for the board.	100,00	Proficiency in several fields activity, including designing models or complex systems, finding innovative solutions, or managing new situations Requires the communication of knowledge	100,00
9				
10				

Link with HR semantics

Adjustments to the “France” tool compared to the “International Missions” tool:

- Degrees 4 and 6, each divided into 2: With or without communication of knowledge
- No distinction between communication for professional and non-professional in the field
- Semantic clarification and degree of reading according to the professional field as opposed to specialities

Details and adjustments by criteria 4/6

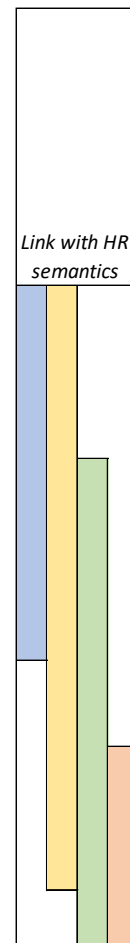
Relationships					
Definition	This criteria relates to the various modes of communication (written and oral) that are to be used in the role, including the importance, frequency and nature of their use by the occupation-holder when communicating with both internal and external contacts. The MdM network is considered to be internal.				
Degree of criteria	Classif France			Classif Nat-IM	
1	Internal or external relations involving the transmission, exchange and receipt of simple, regular items of information.	10	Internal or external relations involving the the transmission, exchange and receipt of simple, regular items of information.	10	<div style="text-align: center;">Link with HR semantics</div> 
2	Internal and external relations involving the transmission, exchange and receipt of simple, regular items of information.	20	Internal and external relations involving the the transmission, exchange and receipt of simple, regular items of information.	20	
3	Internal or external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors.	30	Internal relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. OR Occasional external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors	30	
4	Internal and external relations involving the transmission of advice, explanations, with a variety and a large number of interlocutors. OR Internal or external relations involving the representation and promotion of the activities of a part of its service/missions/delegations in the conduct of negotiations with limited issues	40	Internal or external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	40	
5	Internal and external relations involving the transmission of advice, explanations, with a variety and a large number of interlocutors. AND Internal or external relations involving the representation and promotion of the activities of a part of its service/missions/delegations in the conduct of negotiations with limited issues	50	Regular external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. OR Direct and permanent relations with users	50	
6	Internal and external relations involving the representation and promotion of the activities of a part of its service/missions/delegations in the conduct of negotiations with limited issues	60	Internal and external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations. OR External relationships involving negotiations on business issues.	60	
7	Regular internal and external relations involving the representation and promotion of the association's major issues. OR Occasional internal or external relations involving mediation and negotiation to seek the agreement of parties with diverging or different interests.	70	Internal and external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. AND Internal or external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	70	
8	Regular internal and external relations involving the formal representation of the interests of the association and the communication of policies to strategic decision-makers.	80	Internal and external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	80	
9	Regular internal and external relations involving mediation and negotiation to seek the agreement of parties with diverging or different interests.	90	Internal and external relations involving the representation and promotion of the mission's major issues. OR Internal or external relations involving mediation and negotiation to seek the agreement of parties with diverging or different interests on an occasional basis.	90	
10	Regular internal and external relations involving the formal representation of the interests of the association and the communication of policies, and the negotiation of contracts involving strategic stakes.	100	Internal and external relations involving the formal representation of the interests of the association and the communication of policies to strategic decision-makers, on a regular basis.	100	

Adjustments to the “France” tool compared to the “International Missions” tool:

- Degree 3 split into 2: Regular internal or external
- Degree 4 only involving promotion
- The two preceding modifications allow external relationships to be highlighted in degree 5, particularly links to users.
- Inclusion of commercial relationships in degree 6
- Adaptation of the reading grid in terms of representation and promotion, scope of activities and the whole mission compared to department/mission/regional office and the whole organisation

Details and adjustments by criteria 5/6

Impact				
Definition	This criteria describes the scope and/or impact & consequences of the activities carried out in performing the role. They are defined in terms of whether or not they are limited to the role performed by the person in question, of their speed and how long they last, and finally of their intensity with respect to the association's finances, safety and reputation (whether positive or negative). For managers, impact includes those employees who are supervised			
Degree of criteria	Classif France		Classif Nat-IM	
1	Limited and reversible effects, impacting within a department / mission / delegation, errors detectable in the short term.	11	Limited and reversible effects, impacting within one unit , errors are detectable in the short term.	11
2	Limited and reversible effects, impacting several department / mission / delegation, errors detectable in the short term.	22	Limited and reversible effects, impacting within on one site , errors are detectable in the short term.	22
3	Limited and reversible effects, impacting the whole association, errors detectable in the short term.	33	Limited and reversible effects, impacting the whole mission , errors are detectable in the short term.	33
4	Significant but reversible effects, impacting only one service / mission / delegation, errors detectable in the medium term.	44	Significant but reversible effects, impacting within one unit , errors are detectable in the medium term.	44
5	Significant but reversible effects, impacting several department / mission / delegation, errors detectable in the medium term.	56	Significant but reversible effects, impacting within one site , errors are detectable in the medium term.	56
6	Significant but reversible effects, impacting the whole association, errors detectable in the medium term.	67	Significant but reversible effects, impacting the whole mission, errors are detectable in the medium term.	67
7	Significant effects that either cannot be reversed or only with difficulty, impacting only one service / mission / delegation, errors detectable in the long term.	78	Significant effects which are difficult to reverse or are irreversible, impacting one site, errors are detectable in the short term.	78
8	Significant effects that either cannot be reversed or only with difficulty, impacting several department / mission / delegation, errors detectable in the long term.	89	Significant effects which are difficult to reverse or are irreversible, impacting one site, errors detectable in the medium term OR Significant effects which are difficult to reverse or are irreversible , impacting the entire mission, errors detectable in the short term	89
9	Significant effects that either cannot be reversed or only with difficulty, impacting the whole association, errors detectable in the long term.	100	Significant effects which are difficult to reverse or are irreversible, impacting the whole mission, errors are detectable in the medium term.	100
10				



Adjustments to the “French” tool compared to the “International Missions” tool:

- Adaptation of the reading grid on the scope of the Department/Mission/Regional Office and the whole organisation compared to unit/site and whole mission
- The concept of LT does not apply to international missions, the process of control/revision (financial on a monthly basis and annual for operational strategy)
- In contrast, addition of degrees on the possibility of significant and irreversible effects in the ST and MT

Details and adjustments by criteria 6/6

Creativity / Flexibility / Autonomy			
Definition	<p>This criteria describes the framework of mechanisms and procedures governing instructions, delegation and supervision within which the activities attached to the role are performed (whether or not every aspect of this framework has been formalized).</p> <p>The areas where such autonomy is exercised relate to the extent and level of decision-making, the application of procedures, the resolution of incidents and, lastly, the management of deadlines.</p> <p>For managers, the assessment of autonomy concerns all the activities carried out within the scope of supervised employees</p>		
Degree of criteria	Classif France		Classif Nat-IM
1	Application of rules, procedures, standardised methods or detailed instructions. Role-holder's performance checked regularly. Initiatives needed to ensure activity runs smoothly.	11	Application of rules, procedures, standardised methods or detailed instructions. Role-holder's performance checked regularly. Initiatives needed to ensure activity runs smoothly.
2	Application of rules, procedures, standardised methods or instructions regarding a work plan that does not provide for every possible situation. Role-holder's performance checked regularly. Initiatives needed to maintain expected standards.	22	Application of rules, procedures, standardised methods or instructions regarding a work plan that does not provide for every possible situation. Role-holder's performance checked regularly. Initiatives needed to maintain expected standards.
3	General instructions, choice or adaptation of mode of operation, without however modification of general methods. Self-monitoring and resolution of malfunctions by following defined procedures. Role-holder's performance checked occasionally. Possibility of making changes to how one's work is organised.	33	Application of rules, procedures, standardised methods or instructions regarding a work plan that does not provide for every possible situation. Self-monitoring and resolution of malfunctions by following defined procedures. Role-holder's performance checked occasionally. Possibility of making changes to how one's work is organised.
4	Adaptation of modes of operation to situations encountered, ensuring that they are compatible with achieving the overall results. Initiatives taken in terms of methods of implementation using the means available. Decisions concerning such adaptations subject to validation by person in charge.	44	General instructions, choice or adaptation of mode of operation, without however modification of general methods. Self-monitoring and resolution of malfunctions by following defined procedures. Role-holder's performance checked occasionally. Possibility of making changes to how one's work is organised.
5	Framework for action and general objectives set, participation in the definition of unit objectives, optimisation and modification of resources (technical, financial, human) and quest for innovation through the introduction of new tools, practices, etc. Monitoring relates to the achievement of objectives and is carried out in a short or medium term cycle.	56	Adaptation of modes of operation to situations encountered, ensuring that they are compatible with achieving the overall results. Initiatives taken in terms of methods of implementation using the means available. Decisions concerning such adaptations subject to validation by person in charge.
6	Activities are to be organised as part of overall guidelines setting objectives in an annual cycle. Choice of priorities and resources to be implemented. Monitoring relates to assessing the achievement of objectives and is carried out at intermediate periods.	67	Framework for action and general objectives set, participation in the definition of unit objectives, optimisation and modification of resources (technical, financial, human) and quest for innovation through the introduction of new tools, practices, etc. Monitoring relates to the achievement of objectives and is carried out in a short or medium term cycle. Participation in the development of the country strategy
7	Based on a strategy the role-holder has helped to develop, he/she has significant freedom to choose priorities and resources to be implemented, in an annual cycle.	78	Activities are to be organised as part of overall guidelines setting objectives in an annual cycle. Choice of priorities and resources to be implemented. Monitoring relates to assessing the achievement of objectives and is carried out at intermediate periods. Participation in the development of the country strategy
8	Based on a strategy the role-holder has helped to develop, he/she has significant freedom to choose priorities and resources to be implemented, in an annual and multi-annual cycle.	89	On the basis of a strategy to which they have contributed , the role-holder has autonomy to choose the priorities and resources to be implemented, in an annual cycle, in his/her field of activities.
9	Development, proposal and validation of a strategy, consistent with the general policy of the association and its annual and multi-annual policies and programmes - the role-holder is free to choose the priorities and resources to be implemented in a direction.	100	Elaboration of the country strategy in coherence with the strategies of the geopolitical and thematic groups, the role-holder has the autonomy to choose the priorities and resources to be implemented in an annual cycle, and across the whole mission .
10			

Link with HR semantics

Adjustments to the "France" tool compared to the "International Missions" tool:

- Degree 3 split into two to add a degree of autonomy
- Degree 9 split into 2 in order to add a nuance between participating in and contributing to preparing the strategy

International Missions weighting tool – Overview

Degree of criteria	Knowledge/Experience				Leadership / Supervision / Management		Technicality/expertise		Relationships		Impact		Creativity / Flexibility / Autonomy	
	This criteria sets out the level of knowledge required to hold the occupation. This knowledge can be acquired through either education or professional experience. The criteria involves assessing the theoretical, academic & practical knowledge necessary to hold the occupation. This knowledge can be general or specialized, and acquired through initial or continuing education. This criteria does not refer to a qualification requirement but to the level of knowledge needed, whether acquired through education or professional practice.				Various types of people/team management (with line management, project management without line management but in the pursuit of common objectives, functional management). These different types of management all involve the necessity to develop cooperation, foster a common vision, provide guidance, clarify responsibilities, and ensure the development of skills and working conditions.		This criteria evaluates all the knowledge required to perform the activities of the role as well as the extent to which the role is involved in defining standards, techniques and methods.		This criteria relates to the various modes of communication (written and oral) that one is to be used in the role, including the importance, frequency and nature of their use by the occupation holder when communicating with both internal and external contacts. The MdM network is considered to be internal.		This criteria describes the scope and/or impact & consequences of the activities carried out in performing the role. They are defined in terms of whether or not they are limited to the role performed by the person in question, of their speed and how long they last, and finally of their intensity with respect to the association's finances, safety and reputation (whether positive or negative). For managers, impact includes those employees who are supervised		This criteria describes the framework of mechanisms and procedures governing instructions, delegation and supervision within which the activities attached to the role are performed (whether or not every aspect of this framework has been formalized). The areas where such autonomy is exercised relate to the extent and level of decision-making, the application of procedures, the resolution of incidents and, lastly, the management of deadlines. For managers, the assessment of autonomy concerns all the activities carried out within the scope of supervised employees	
1	8,3	Level VI	8,3	16,7	No supervision or management responsibilities	11	Sound knowledge and skill in using simple tools.	12,50	Internal or external relations involving the transmission, exchange and receipt of simple, regular items of information.	10	Limited and reversible effects, impacting within one unit, errors are detectable in the short term.	11	Application of rules, procedures, standardised methods or detailed instructions. Role-holder's performance checked regularly. Initiatives needed to ensure activity runs smoothly.	11
2	16,7	Level V	16,7	33,3	Occasional management, monitoring and/or supervision of service providers, users, teams (MdM or partner)	22	Proficiency in one professional speciality and knowledge of specific techniques, tools and methods.	25,00	Internal and external relations involving the transmission, exchange and receipt of simple, regular items of information.	20	Limited and reversible effects, impacting within one site, errors are detectable in the short term.	22	Application of rules, procedures, standardised methods or instructions regarding a work plan that does not provide for every possible situation. Role-holder's performance checked regularly. Initiatives needed to maintain expected standards.	22
3	25,0	Level IV and/or knowledge of a foreign language	25,0	50,0	Regular management, monitoring and/or supervision of service providers, users and staff (MdM or partner)	33	Proficiency in one professional speciality and knowledge of specific techniques, tools and methods. Requires the communication of knowledge	37,50	Internal relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. OR Occasional external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors	30	Limited and reversible effects, impacting the whole mission, errors are detectable in the short term.	33	Application of rules, procedures, standardised methods or instructions regarding a work plan that does not provide for every possible situation. Self-monitoring and resolution of malfunctions by following defined procedures. Role-holder's performance checked occasionally. Possibility of making changes to how one's work is organised.	33
4	33,3	Level III	33,3	66,7	Technical supervision and/or management, either functional or hierarchical, of team(s) (MdM or partner) on 1 level of responsibility and on 1 site, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	44	Proficiency in one field of activity or several professional specialities, and knowledge of specific techniques, tools and methods.	50,00	Internal or external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	40	Significant but reversible effects, impacting within one unit, errors are detectable in the medium term.	44	General instructions, choice or adaptation of mode of operation, without however modification of general methods. Self-monitoring and resolution of malfunctions by following defined procedures. Role-holder's performance checked occasionally. Possibility of making changes to how one's work is organised.	44
5	41,7	Level II	41,7	83,3	Technical supervision and/or management, either functional or hierarchical, of team(s) (MdM or partner) on 1 level of responsibility and on several sites, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	56	Proficiency in one field of activity or several professional specialities, and knowledge of specific techniques, tools and methods. Requires the communication of knowledge	62,50	Regular external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. OR Direct and permanent relations with users	50	Significant but reversible effects, impacting within one site, errors are detectable in the medium term.	56	Adaptation of modes of operation to situations encountered, ensuring that they are compatible with achieving the overall results. Initiatives taken in terms of methods of implementation using the means available. Decisions concerning such adaptations subject to validation by person in charge.	56
6	50,0	Level I	50,0	100,0	Technical supervision and/or management, either functional or hierarchical, of team(s) (MdM or partner) on several levels of responsibility and on one site, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	67	Proficiency in several fields of activity and knowledge of specific techniques, tools and methods. Requires the communication of knowledge	75,00	Internal and external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations. OR External relationships involving negotiations on business issues.	60	Significant but reversible effects, impacting the whole mission, errors are detectable in the medium term.	67	Framework for action and general objectives set, participation in the definition of unit objectives, optimisation and modification of resources (technical, financial, human) and quest for innovation through the introduction of new tools, practices, etc. Monitoring relates to the achievement of objectives and is carried out in a short or medium term cycle. Participation in the development of the country strategy	67
7					Technical supervision and/or management, either functional or hierarchical, of team(s) (MdM or partner) on several levels of responsibility and on several sites, including checking work, training, advising, taking part in management and assessment, setting and monitoring objectives.	78	Proficiency in one field of activity AND its entire professional specialities, including designing models or complex systems, finding innovative solutions, or managing new situations Requires the communication of knowledge	87,50	Internal and external relations involving the transmission of advices, explanations, with a variety and a large number of interlocutors. AND Internal or external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	70	Significant effects which are difficult to reverse or are irreversible, impacting one site, errors are detectable in the short term.	78	Activities are to be organised as part of overall guidelines setting objectives in an annual cycle. Choice of priorities and resources to be implemented. Monitoring relates to assessing the achievement of objectives and is carried out at intermediate periods. Participation in the development of the country strategy	78
8					Line management of an entire site or mission	89	Proficiency in several fields activity, including designing models or complex systems, finding innovative solutions, or managing new situations Requires the communication of knowledge	100,00	Internal and external relations involving the representation and promotion of the scope of activities when conducting low-stakes negotiations.	80	Significant effects which are difficult to reverse or are irreversible, impacting one site, errors detectable in the medium term OR Significant effects which are difficult to reverse or are irreversible, impacting the entire mission, errors detectable in the short term	89	On the basis of a strategy to which they have contributed, the role-holder has autonomy to choose the priorities and resources to be implemented, in an annual cycle, in his/her field of activities.	89
9					Line management of an entire multi-site mission	100			Internal and external relations involving the representation and promotion of the mission's major issues. OR Internal or external relations involving mediation and negotiation to seek the agreement of parties with diverging or different interests on an occasional basis.	90	Significant effects which are difficult to reverse or are irreversible, impacting the whole mission, errors are detectable in the medium term.	100	Elaboration of the country strategy in coherence with the strategies of the geopolitical and thematic groups, the role-holder has the autonomy to choose the priorities and resources to be implemented in an annual cycle, and across the whole mission.	100
10									Internal and external relations involving the formal representation of the interests of the association and the communication of policies to strategic decision-makers, on a regular basis.	100				

Categorisation markers

Criteria	Education / Experience		Management		Expertise		Relationships		Impact		Autonomy		TOTAL		Categories
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	
Agent / Technician	16,7	50	11	22	12,5	25	10	50	11	67	11	33	72,2	247	1-2-3
Officer / Supervisor	50	66,7	11	44	37,5	62,5	30	60	11	89	33	56	172,5	378,2	4-5-6
Advisor / Manager	66,7	100	56	78	62,5	75	60	80	44	100	67	78	356,2	511	7-8
Coordinator / Specialist	83,3	100	78	100	87,5	100	80	100	89	100	89	100	506,8	600	9-10

Strict application of the French model				
Weighting points		Classification category		
Between:	And			
72.5	134.7	Category 1		
134.8	174.6	Category 2		
174.7	227	Category 3		
227.1	287.1	Category 4		
287.2	357	Category 5		
357.1	412.8	Category 6		
412.9	476.3	Category 7		
476.4	539.8	Category 8		
539.9	579.8	Category 9		
579.9	600	Category 10		



Thank you!