



# World Bank Group Policy

## Principles of Staff Employment

### **Bank Access to Information Policy Designation**

Public

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July 27, 2023

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May 17, 2023

### **Content**

These Principles of Staff Employment embody the general conditions and terms of employment with the Organizations and the duties and obligations of the Organizations and of staff members. They set forth the broad policies in accordance with which the President shall organize and manage the staff of the Organizations.

### **Applicable to**

IBRD, IFC, MIGA, ICSID, IDA

### **Issuer**

The Boards, IBRD, IDA, IFC, MIGA

### **Sponsor**

President, EXC

## SECTION I – PURPOSE AND APPLICATION

### Preamble

**August 1983**

- 1.01.** The Articles of Agreement of the International Bank for Reconstruction and Development and of the International Development Association (together referred to as The World Bank), and the Articles of Agreement of the International Finance Corporation (IFC) provide respectively that, subject to the general control of the Executive Directors of the Bank and the Association and of the Directors of the Corporation (all referred to as the Executive Directors), the President is responsible for the organization, appointment and dismissal of officers and staff.

Moreover, the fact that The World Bank and the IFC (the Organizations) are not subject to the employment legislation of any of their member countries imposes a special obligation on the Organizations in the relationship between them and their staff. Therefore, and without enlarging or restricting the constitutional or delegated authority of the President, the Executive Directors, upon the recommendation of the President, have adopted the following Principles of Staff Employment, which may be amended from time to time.

These Principles of Staff Employment embody the general conditions and terms of employment with the Organizations and the duties and obligations of the Organizations and of staff members. They set forth the broad policies in accordance with which the President shall organize and manage the staff of The World Bank and the IFC.

## SECTION II – DEFINITIONS

Not Applicable.

## SECTION III – SCOPE

### Principle 01 - Application and Authority

#### Principle 1

**August 1983**

#### Application and Authority

- 1.1.** These Principles apply to all staff members, that is, all persons appointed by the President to perform services for The World Bank or the IFC, except that, considering the particular characteristics of their appointments, the President may vary the application of these Principles to persons on Part Time, Temporary, Trainee, Consultant or Executive Director's Assistant appointments, or to any new types of appointment that may be established. The President shall ensure the observance of these Principles and shall develop, provide, and maintain such programs and Staff Rules consistent with these

Principles, as the President considers necessary to the efficient conduct of the Organizations' business.

## **Principle 02 - General Obligations of the World Bank and IFC**

### **Principle 2**

**August 1983**

#### **General Obligations of The World Bank and IFC**

- 2.1.** The Organizations shall at all times act with fairness and impartiality and shall follow a proper process in their relations with staff members. They shall not differentiate in an unjustifiable manner between individuals or groups within the staff and shall encourage diversity in staffing consistent with the nature and objectives of the Organizations. They shall respect the essential rights of staff members that have been and may be identified by the World Bank Administrative Tribunal. Furthermore, the Organizations shall:
- a. establish and maintain appropriate safeguards to respect the personal privacy of staff members and protect the confidentiality of personal information about them;
  - b. make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties;
  - c. refrain from any action that would deprive staff members retroactively of compensation in any form for services already rendered;
  - d. provide staff members security in their employment consistent with the terms of their appointments, their satisfactory performance and conduct, and the efficient administration of the Organizations;
  - e. develop and maintain compensation and personnel management policies and practices designed to help create an environment conducive to the high standards of performance required by the Organizations in the interests of their member countries; and
  - f. take such measures as may be necessary to protect the international character of the staff in discharging their duties.

## **Principle 03 - General Obligations of Staff Members**

### **Principle 3**

**August 1983**

#### **General Obligations of Staff Members**

- 3.1.** The sensitive and confidential nature of much of their work requires of staff a high degree of integrity and concern for the interests of the Organizations. Moreover, as employees of international organizations, staff members have a special responsibility to avoid situations and activities that might reflect adversely on the Organizations, compromise their operations, or lead to real or apparent conflicts of interest. Therefore, staff members shall:

- a. discharge their duties solely with the interest and objectives of the Organizations in view and in so doing shall be subject to the authority of the President and responsible to them;
  - b. respect the international character of their positions and maintain their independence by not accepting any instructions relating to the performance of their duties from any governments, or other entities or persons external to the Organizations unless on secondment to them or employed by them while on leave of absence from The World Bank or the IFC. Staff members shall not accept in connection with their appointment or service with the Organizations any remuneration, nor any benefit, favor or gift of significant value from any such governments or other entities or persons, nor shall they, while in the service of The World Bank or the IFC, accept any medal, decoration or similar honor for such service. Staff members may retain reemployment rights or pension rights acquired in the service of another organization;
  - c. conduct themselves at all times in a manner befitting their status as employees of an international organization. They shall not engage in any activity that is incompatible with the proper discharge of their duties with the Organizations. They shall avoid any action and, in particular, any public pronouncement or personal gainful activity that would adversely or unfavorably reflect on their status or on the integrity, independence and impartiality that are required by that status; and
  - d. observe the utmost discretion in regard to all matters relating to the Organizations both while they are staff members and after their service with the Organizations has ended. In particular they shall refrain from the improper disclosure, whether direct or indirect, of information related to the business of The World Bank or the IFC.
- 3.2.** All rights in any work produced by staff members as part of their official duties shall belong to The World Bank or the IFC unless such rights are explicitly relinquished.

### **Privileges and Immunities**

- 3.3.** Staff members shall enjoy, in the interests of their Organizations, privileges, immunities, and facilities to which the Organizations, their officers and employees are entitled under their respective Articles of Agreement or other applicable treaties or international agreements or other laws. Such privileges, immunities, and facilities shall not excuse staff members from the performance of their private obligations or from the due observance of the law. Having regard to the particular circumstances, the Organizations may decide whether, in the interests of the Organizations, an immunity shall be waived or invoked.

## **Principle 04 - Entering Employment**

### **Principle 4**

**August 1983**

### **Entering Employment**

- 4.1.** The Organizations' recruitment policy shall be to seek to attract staff members of the highest caliber appropriate to job requirements under employment terms and conditions that are responsive both to the Organizations' needs and the staff member's well-being. To that end, the Organizations shall:
- a. give paramount importance to securing the highest standards of efficiency and technical competence in appointing staff members and, within that parameter, pay due regard to the importance of recruiting staff on as wide a geographical basis as possible. To this end, rules shall be established under which, depending on the need of the Organizations for particular skills, positions may be filled by international or other types of recruitment;
  - b. establish rules and conditions regarding medical standards and age limits for appointments to the staff and for continued employment, and rules governing employment of close relatives, whether by blood or marriage; and
  - c. appoint staff members by letter of appointment, which shall specify the type of the appointment. Unless otherwise specified in such letter, the appointment shall be subject to those Principles and Staff Rules applicable to the staff member's type of appointment, to amendments to those Principles and Staff Rules, and to other written agreements, if any, with the staff member. An appointment for more than a year shall normally commence with a probationary period to allow The World Bank or the IFC and the staff member to assess their suitability to each other.

## **Principle 05 - Organization and Personnel Management**

### **Principle 5**

**August 1983**

### **Organization and Personnel Management**

- 5.1.** The efficient administration of the Organizations requires that their work be conducted within certain generally applicable standards and conditions. At the same time, it is recognized that the changing demands on the Organizations require that they adapt to meet evolving needs and circumstances. To enable the Organizations to respond effectively in such circumstances, and at the same time in a manner considerate of the needs and aspirations of their staff, the Organizations shall:
- a. organize, assign and transfer staff to meet the needs of The World Bank or the IFC with due consideration for the qualifications and wishes of the staff members concerned, and determine the terms and conditions under which staff members may be seconded or released to work for another entity or organization;
  - b. establish types of appointment and determine their characteristics, including whether they shall be for a definite or indefinite term or full-time or part-time;
  - c. establish procedures for the periodic review of staff members' work performance in order to promote the most effective use of their expertise, to determine the quality of their service, to recognize their achievements, and to identify training and development needs of staff members in the interests of the Organizations;

- d. establish programs and arrangements for staff training and development for the purpose of updating and improving staff skills to meet the needs of the Organizations;
- e. establish procedures for the promotion of staff members without prejudice to external recruitment at all levels;
- f. establish procedures and conditions under which staff members may be assigned to positions graded at various levels, while providing reasonable measures to alleviate adverse effects on staff members assigned to positions graded or regraded at a lower level;
- g. establish the conditions and limits under which staff members may be required to travel, at the Organizations' expense, on official business; and
- h. establish rules and procedures regarding working hours, including conditions and limits for overtime work, and official holidays.

## **Principle 06 - Compensation**

### **Principle 6**

**August 1999**

### **Compensation**

**6.1.** The basic objectives of the Organizations' compensation policy shall be to:

- a. enable the Organizations to recruit staff members of the highest caliber appropriate to job requirements and to retain them so long as there is reasonable coherence between their career interests and the evolving mission and circumstances of the Organizations;
- b. help motivate staff members to perform to the best of their abilities;
- c. provide levels of compensation that are equitable internally; and
- d. achieve these objectives with due regard to cost, bearing in mind the responsibility of the Organizations to their member countries.

**6.2.** With these objectives in view, the Organizations shall:

- a. establish and periodically review the general levels of staff compensation and adjust such levels, as appropriate;
- b. institute and maintain programs of systematic job evaluation, the purpose of which is to grade jobs according to their purpose, function, and level of responsibility so as to provide a sound and equitable basis for the remuneration of staff members;
- c. institute and maintain programs which permit the Organizations to reward staff members according to their performance and contribution to the Organizations' objectives;

- d. establish and maintain programs to promote the health and wellbeing of staff members and to provide financial protection and assistance for staff members and their families, including but not limited to annual, maternity and sick leave, coverage for medical and hospitalization expenses, accidents and loss of life, and provisions for retirement through lump sum or periodic payments;
- e. in view of the importance to the Organizations of attracting international staff, establish programs for expatriate staff members designed to assist them and their families to maintain their cultural, professional and personal links with their home countries, including the education of their dependent children, and determine the eligibility for and duration of such programs;
- f. provide reasonable assistance, depending on the type of recruitment, to staff members required to relocate to take up their appointments or new assignments, or who resettle under rules established by the Organizations upon ending employment, including the payment of travel expenses for staff members and their families, and the shipment of their personal and household effects; and
- g. pending the necessary action being taken by member governments to exempt their nationals from taxation on their incomes from the Organizations when paid on a net of tax basis, provide a tax allowance determined by the Executive Directors to be reasonably related to the taxes required to be paid by staff members on those incomes.

## **Principle 07 - Ending Employment**

### **Principle 7**

**August 1983**

### **Ending Employment**

- 7.1.** The Organizations' separation policy shall seek to maintain their vitality and integrity while paying due regard to the special circumstances faced by staff members of international organizations. Accordingly:
- a. Separation from service may occur by resignation, with due notice; expiration of an appointment in accordance with the terms of that appointment; retirement; mutual agreement; or upon reaching the upper age limit for employment, unless this limit has been waived in the interests of The World Bank or the IFC.
  - b. Separations may also be initiated by The World Bank or the IFC. They shall be based on the needs for efficient administration and for upholding the standards of the Organizations. Staff members separated at the initiative of the Organizations have the right to be notified in writing of the decision and the reason for it, which shall be based on the following:
    - i. a decision not to confirm a staff member's appointment at the end of or during probation; or
    - ii. grounds of health; or

- iii. when the Organizations determine that a position or positions are no longer necessary, or that the responsibilities of a position have changed so that the staff member is not qualified to fill it, provided that no vacant position in the same type of appointment exists for which the Organizations determine that the staff member is eligible and has the required qualifications or for which they can be retrained in a reasonable period of time; or
  - iv. unsatisfactory service, personal or professional misconduct, abandonment of duties, or action adversely reflecting upon the reputation and integrity of the Organizations or their staff.
- c. A staff member separated at the initiative of The World Bank or the IFC under b(i), b (ii), or b (iii) above shall receive financial and/or other assistance on conditions and within limits established by the Organizations, which shall include consideration of the reason for such decision, the length of service, as well as other relevant factors. The World Bank or the IFC may also grant financial and/or other assistance to staff members separated at the initiative of The World Bank or the IFC under b(iv) above or by mutual agreement depending on the individual circumstances.

## **Principle 08 - Misconduct Policy and Procedure**

### **Principle 8**

**March 2023**

### **Policy and Procedure for Reporting Misconduct**

- 8.1.** The Organizations' policy on protections and procedures for reporting misconduct shall set out the rights and responsibilities of staff with respect to reporting misconduct that may threaten the operations or governance of the Organizations, so as to encourage staff to raise concerns and enable the Organizations to effectively address such cases, manage risks, and uphold standards of good governance. The policy shall provide protections to staff who report such misconduct or who cooperate or provide information during an ensuing review or investigation. These protections shall include:
- a. the prohibition of retaliation by managers or other staff against any person for reporting misconduct, or for cooperating or providing information during an ensuing review or investigation;
  - b. with the consent of the staff member involved, the provision of interim protections during the course of review or investigation as necessary to safeguard the interests of a staff member who has reported misconduct or cooperated or provided information in that review or investigation; and
  - c. where a staff member has made a prima facie case that an adverse employment action was taken in retaliation for an activity protected under the misconduct reporting policy, a shift in the burden of proof to the Organizations to show that the challenged action would have been taken absent the staff member's protected activity.



## **Disciplinary Measures**

- 8.2.** A staff member who fails to observe the standards of conduct established pursuant to these Principles, who engages in misconduct, or who neglects to perform assigned tasks without reasonable excuse, may be subject to disciplinary measures. Depending on the seriousness of the offense and other relevant factors, the disciplinary measures taken in a particular case may be censure, suspension from duty with or without pay or with reduced pay, demotion, reduction in pay, or separation of the staff member from the service of the Organizations as provided in Chapter 7 above. A staff member may also be suspended from duty with pay, without prejudice, pending investigation of a charge under this paragraph.
- 8.3.** The Organizations shall determine whether the evidence supports the conclusion that it is more likely than not that the staff member engaged in misconduct. "More likely than not" means that, upon consideration of all the relevant evidence, a preponderance of the evidence supports a finding that the staff member engaged in misconduct.
- 8.4.** Staff members have the right to be notified in writing of the grounds for disciplinary action.

## **Principle 09 - Appeals**

### **Principle 9**

**August 1983**

### **Appeals**

- 9.1.** Staff members have the right to fair treatment in matters relating to their employment. Where disputes arise, staff members shall have full opportunity to present their case without fear of reprisal. To this end:
- a. the President shall establish mechanisms, with staff participation as appropriate, to assist in the resolution of such disputes; and
  - b. the World Bank Administrative Tribunal shall, as prescribed in its Statute, hear and pass judgment upon applications from staff members alleging non-observance of their contracts of employment or terms of appointment, including these Principles and all pertinent Staff Rules of the Organizations.

## **Principle 10 - Staff Consultation**

### **Principle 10**

**August 1983**

### **Staff Consultation**

- 10.1.** The efficient and harmonious conduct of the Organizations' business requires that the President be cognizant of staff views in matters concerning the staff and that these views be given due consideration. In recognition of the right of the staff to associate, the

President shall establish appropriate mechanisms to consult with representative members of the staff selected by the staff about the establishment of and changes in personnel policies, conditions of employment, general questions of staff welfare, and the establishment, amendment or revocation of Principles and of Staff Rules.

## **Principle 11 - General Provisions**

### **Principle 11**

**August 1983**

#### **General Provisions**

##### **Delegation**

- 11.1.** The President may delegate to any staff member, committee or unit of the Organizations the authority to perform any of the functions referred to in these Principles.

##### **Transition Provision**

- 11.2.** Pending the issuance of Staff Rules, the Organizations' Personnel, Administrative, and Field Office Manuals shall remain in effect to the extent they are not inconsistent with these Principles. However, for the types of appointments in Chapter One to which the application of the Principles may be varied, those Manuals continue to apply until superseded by Staff Rules. Staff Rules may provide that they supersede any part or all of those Manuals.

## **SECTION IV – EXCEPTION**

Not Applicable.

## **SECTION V – WAIVER**

The Board may waive any provision of this Policy.

## **SECTION VI – OTHER PROVISIONS**

Not Applicable.

## **SECTION VII – TEMPORARY PROVISIONS**

Not Applicable.

## **SECTION VIII – EFFECTIVE DATE**

This Policy retrofitting the Principles of Staff Employment is effective August 1, 1983 and revised on the date on the cover page.

## **SECTION IX – ISSUER**

The Issuer of this Policy is as stated in the cover page.

## **SECTION X – SPONSOR**

The Sponsor of this Policy is as stated in the cover page.

## **SECTION XI – RELATED DOCUMENTS**

Not Applicable.

## **SECTION XII – REVISION HISTORY**

Revision of April 2023 – Added a new Section 8.3 to apply a “preponderance of the evidence” standard of evidentiary proof to staff disciplinary proceedings resulting from misconduct cases. Former Section 8.3 is now Section 8.4. Gender Neutral Language has been added in principles 1.1, 3.1(a), and 7.1(b)(iii).

## **ANNEX(ES)**