

Human Resources Principles



**Policy number:
HR-POL-01-2018**

January 2019

General Objective

The Human Resources vision, mission, values, and ethics lead its day-to-day practice and contribute to the attainment of CIMMYT's mission and core values.

Scope

This policy, which includes a statement of principles, applies to all staff worldwide.

Policies

1. Fair Treatment

- 1.1. Make employment decisions, including hiring, performance appraisal, promotions, and termination, based on the individual's profile, qualifications, skills and merit, regardless of any personal characteristic and under the ethical standards as defined in CIMMYT's Code of Conduct.
- 1.2. Implement **appropriate** initiatives, ensuring conditions for a gender-balanced, diverse organization. CIMMYT focuses on removing barriers for women and men by developing a more flexible work environment and benefits, initiating mentoring schemes, having flexible career paths and providing dual career support.
- 1.3. Prevent, and address reports of, harassment, intimidation, threats, coercion, retaliation or discrimination for staff and applicants, as provided in CIMMYT's applicable policies.
- 1.4. Undertake human resource management activities to ensure strict compliance with all policies and the upholding of CIMMYT's Code of Conduct.
- 1.5. Establish a culture of treatment for all staff that is fair, respectful and follows CIMMYT's policies and guidelines.
- 1.6. Base internal advancement processes on specific eligibility criteria and approval processes under the **applicable** policies.

2. Working Conditions

- 2.1.** Human Resources promotes an environment that recognizes and rewards achievement, and values open communication with all staff in an atmosphere of mutual trust, respect and cooperation.
- 2.2.** Human Resources manages staff's sensitive and privileged personal information with the appropriate level of confidentiality.
- 2.3.** Human Resources, supported by the Occupational Health and Safety area, lays out safety initiatives to preserve the wellbeing of CIMMYT's staff.
- 2.4.** Human Resources establishes processes to ensure staff are employed voluntarily and compensated fairly, in compliance with legislation and market considerations.

3. Staff Development

- 3.1.** CIMMYT commits to allowing each staff member to both professionally and personally develop, grow, evolve and contribute to the long-term success of the organization.
- 3.2.** Staff members have a clear statement of their duties and expectations and receive feedback and communication on their work performance through different mechanisms such as the performance appraisal process.
- 3.3.** CIMMYT ensures that opportunities for career development include training, coaching, mentoring, succession planning, promotions, lateral transfers, internal mobility, project assignments, participation in cross-functional teams, and secondments. To succeed in the aim of retaining, developing and maximizing the potential of all staff members, Human Resources undertakes to develop leadership and human capital management skills as important elements.
- 3.4.** Staff opportunities to apply for job vacancies across all staff categories, including higher-graded positions are available to all staff according to the policies and procedures.
- 3.5.** Long-term career development, based on assessment of potential, is a part of the continuous activity of succession planning.
- 3.6.** Human Resources sets aside and manages funds for annual training and career development initiatives, allocated in consultation with the management of Corporate Services Units and Research Programs.

4. Compensation and Benefits

- 4.1.** Considering the presence of CIMMYT in different locations around the globe, Human Resources commits to provide a globally consistent framework with the flexibility for each Regional Office to implement appropriate, competitive employment conditions in compliance with local legislation.
- 4.2.** The Compensation and Benefits unit aims to provide staff with fair remuneration rates that are commensurate with their responsibilities and merit, are competitive among the relevant markets, and enable an environment that supports staff achievement of life balance.
- 4.3.** Specific elements considered to attract, retain, and engage talented staff, especially younger talent, include fixed pay, salary increases based on performance, benefits, personal growth and development, and life balance, while fostering a diverse workforce. See Gender & Diversity Policy.

5. Legal Compliance

In consultation with the Legal Department, Human Resources honors and maintains strict adherence to the laws and regulations of every location where CIMMYT conducts its activities. Human Resources and the compliance unit collaborate to ensure that the Code of Conduct and associated Policies and Procedures are employed to support the principles under this policy.

6. Third Party Responsibilities

- 6.1.** Mindful of its social responsibility toward its staff and its partners, CIMMYT is committed to care about all people working for or on CIMMYT's behalf, inside or outside its premises, and requires service providers to provide adequate working conditions for their staff.
- 6.2.** Each staff member must endeavor to deal fairly with CIMMYT's Board of Trustees and management members, partners, suppliers, visitors, consultants, family members, government delegates, other staff and others participating in CIMMYT's mission.
- 6.3.** CIMMYT commits to engage with reliable partners demonstrating similar standards of conduct and treatment of staff.

7. Grievance & Appeals

CIMMYT develops appropriate grievances guidelines with their related procedures and provides them to all staff on InSideCIMMYT.

8. Shared Responsibility

Employment practices are a shared responsibility. CIMMYT requires that all staff understand, take responsibility for, collaborate and comply with the principles outlined in this policy and the policies that support them. CIMMYT encourages dialog with its staff to share knowledge and find joint opportunities related to other important issues, such as the creation of shared values, safety and health in the workplace and concern for the environment.