**National Personnel Services Agreement Positions**

**Guide on Titles, Levels and Minimum Qualification Requirements**

This document serves as a guide on the standard use of positions, their titles and levels under the National Personnel Services Agreement (NPSA) modality. The use of standard titles and the below brief TOR descriptions will accelerate the classification process and help UNDP offices to stay aligned with corporate standards.

The tables below provide information on the nature of work for different bands, levels, titles, education requirements as well as brief TOR descriptions.

While NPSA levels fall within broad bands to allow the flexibility in pay where needed, the actual levels would still have to be determined through the classification exercise. Each level has minimum education and relevant professional experience requirements which have to be reflected in TORs. Relevant experience refers to years of professional experience which are directly relevant to the function and nature of work. Education requirements and years of relevant experience presented in this document are similar to the education requirements for UNDP staff described in the Experience and Academic Qualifications Policy.

NPSA position levels may be determined by Hiring Managers and confirmed by GSSC based on the comparison of the actual TOR against the brief TOR description if available and the nature of work values for each level presented below in Tables I, II and III. The levels will be documented by Hiring Manager and kept on file for audit purposes. In case of disagreement on the position level between the Hiring Unit and GSSC, the position must be formally classified. In this case the Classification Specialist records a classification summary from the ICSC job evaluation system with the level confirmation and brief justification (maximum 1-2 sentences) in the comments section. If further clarifications are needed, the Hiring Unit will be contacted.

The nature of work values in this Guide correspond to the Nature of Work of the Grade Level Descriptors of the Job Evaluation System for Professional and Higher Categories and General Service Category.

1. **Summary Table of bands, levels, years of experience and education requirements**

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| **Bands** | **Nature of Work/General Operating Areas** | **Level** | **Years of Experience** | **Education[[1]](#endnote-2)** | **Examples** |
| NB1 | Basic support covering custodial, maintenance, security, driving and messenger functions | NPSA1 | 0 | Secondary | Cleaner, Messenger |
| NPSA2 | 2 | Secondary | Security Guard, Driver |
|  |  |  |  |  |  |
| NB2 | General processing support nature covering clerical, secretarial, certain operations functions  | NPSA3 | 3 | Secondary | Senior Driver, Clerk |
| NPSA4 | 41 | Secondary orBachelor’s or equivalent | Clerk (Admin, Finance, HR, Procurement, Project) |
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| NB3 | Specialized and comprehensive support progressing to integrated execution at the highest level | NPSA5 | 52 | Secondary orBachelor’s or equivalent | Assistant (Admin, Finance, HR, Procurement, Project) |
| NPSA6 | 63 | Secondary orBachelor’s or equivalent | Associate (Admin, Finance, HR, Procurement, Project) |
| NPSA7 | 74 | Secondary orBachelor’s or equivalent | Associate (Admin, Finance, HR, Procurement, Project) |
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| NB4 | Analytical nature requiring basic conceptual comprehension and capacity to apply conceptual models and policies  | NPSA8 | 02 | Master’s orBachelor’s (or equivalent) | Analyst (IT Analyst, Project Analyst) |
| NPSA9 | 24 | Master’s orBachelor’s (or equivalent) | Analyst/Officer (Project Manager, Finance Officer) |
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| NB5 | Conceptual, analytical and advisory nature at the higher professional level related to development, humanitarian and emergency project work that requires substantive innovation and may involve some functions that are supervisory in nature to oversee project activities | NPSA10 | 57 | Master’s orBachelor’s (or equivalent) | Manager; Specialist (Operations/Programme Manager) |
| NPSA11 | 79 | Master’s orBachelor’s (or equivalent) | Specialist (Project Specialist/Manager, CTA) |

1. **Nature of work values per level**

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| **Nature of work** | **Level** | **Description** |
| Innovative | NPSA-11 | Originating new policies or programmes in a specific subject area or field of work. Going beyond established procedures or models, substantive contribution reflects new approaches which materially expand the range of services or programmes delivered.  |
| Adaptive Delivery/Seasoned | NPSA-10 | Reflecting a complete understanding of the subject matter area in the context of the organization’s programme, at this level, the capacity to adapt policies, approaches and models to meet emerging needs and to establish the continuing relevance of the organization’s capacity/programme to the target client community (internal or external).  |
| Analytical | NPSA-9 | Capacity to apply conceptual models, policy frameworks and precedents in the assessment of new programme objectives, projects or service demands. From the analysis of requirements, the synthesis of proposals, projects and/or service options which are relevant to meet the demands presented.  |
| Basic Conceptual Comprehension | NPSA-8 | Capacity to apply conceptual models in support of project design. Working closely with subject specialist, rudimentary analysis of project parameters provided in support of greater programme development activities.  |
| Integrated Service Execution | NPSA-7 | Para-professional leadership of a specialized area of work, or managing specific support service(s), requiring applied knowledge of baseline principles, concepts, methodologies and/or standards applicable to the specialized field or programme |
| Comprehensive Process Execution | NPSA-6 | Typically responsible for a defined service encompassing several administrative or technical subject areas, OR specialized treatment of a specific area requiring in depth understanding of the programme. |
| Specialized Process  | NPSA-5 | Responsible for completion of specialized or complex processes or activities, requiring some interpretation of rules and practices, and an understanding of policies and programmes and recommends an appropriate course of action. |
| General Process Support | NPSA-4 | Completes general processes requiring full knowledge and understanding of a body of rules, practices or policies and procedures or provides administrative or technical support to specialized activities |
| Process Support | NPSA-3 | Carries out a variety of routine tasks within defined standard policies or practices. A knowledge of procedures and policies, as well as of relevant equipment is required. |
| Task Oriented | NPSA-2 | Follows standard procedures to carry out a limited number of routine tasks requiring a rudimentary understanding of both. |
| Manual/Repetitive  | NPSA-1 |  Contributes execution of clear, concise instructions on limited tasks that are controlled either by close supervision, or by nature of work itself. |

1. **NPSA Brief TOR Descriptions**

**Project Management (Development Projects)**

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| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Innovative | NPSA-11 | Project Manager | Innovate development programme in a major sector of activity. Design project portfolios and promote organization’s capacity as a reliable partner with national counterparts. Ensure coordination of sectoral activities with broader country programme.  |
| Adaptive Delivery/Seasoned | NPSA-10 | Project Officer | Design sectoral programme initiatives to support broader country programme goals. Assess project proposals for relevance and coherence. Organize project execution consistent with programme objectives engaging national counterparts and building reputation for quality design and reliable delivery. |
| Analytical | NPSA-9 | Project Analyst | Assess project proposals for quality and consistency. Identify project delivery issues and ensure effective coordination of project resources. Work closely with national counterparts to build cooperative relationships and establish the organization as an effective partner. |
| Basic Conceptual Comprehension | NPSA-8 | Project Analyst | Review project components, develop project resource profiles and timelines. Assess delivery issues and works with national counterparts to build common understanding and coordination on project activities. |
| Integrated Service Execution | NPSA-7 | Project Associate | Oversee support activities in project implementation including procurement, recruitment or operations logistics. Assess support requirements against project objectives and operating environment. |
| Comprehensive Process Execution | NPSA-6 | Project Associate  | Prepare project financial statements and manage project budgets, monitoring expenditures against established allocations |
| Specialized Process  | NPSA-5 | Project Assistant  | Compile statistical data on project implementation which supports transparent management of project resources. Support procurement and recruitment related project activities |
| General Process Support | NPSA-4 |  Project Clerk |  Compile data on project implementation; support project operations  |
| Process Support | NPSA-3 |   |  N/A |
| Task Oriented | NPSA-2 |   |  N/A |
| Manual/Repetitive  | NPSA-1 |   |  N/A |
| **General Administration** |
| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Innovative | NPSA-11 | Building Manager | Oversee management of premises including contracted services, office supplies and procurement, layout and maintenance |
| Adaptive Delivery/Seasoned  | NPSA-10 | Admin. Specialist | Advise on delivery of specialized administrative support related to procurement and or supply including service contracting and insurance related to office operations |
| Analytical | NPSA-9 | Admin. Analyst/Officer | Analyse administrative service needs to support specific business operations encompassing travel, transport, supply and/or communication |
| Basic Conceptual Comprehension | NPSA-8 | Admin. Analyst  | Compile/analyse data on admin services performance against organization need. Organize reporting systems on admin services delivery. Provide support in analysis of major service delivery programmes. |
| Integrated Service Execution | NPSA-7 | Admin. Associate  | Supervise provision of general administrative services. Oversee quality of service delivery related to timeliness and relevance to business needs. Advise management on service process adaptation and evolution |
| Comprehensive Process Execution | NPSA-6 | Admin. Associate  | Provide specialized process delivery in a specific administrative service, ensuring consistency and timeliness of delivery |
| Specialized Process  | NPSA-5 | Admin. Assistant  | Review specific service needs against established procedures, process requests for servicing, anticipating timing and delivery issues |
| General Process Support | NPSA-4 | Admin. Clerk | Review service needs in a relatively simple operational or procedural environment. Ensure consistency in delivery against established service standards |
| Process Support | NPSA-3 | Sr. Driver | Provide chauffeur services at the representational level including knowledge of travel, customs and protocol issues |
| Task Oriented | NPSA-2 | Driver | Provide chauffeur services |
| Manual/Repetitive  | NPSA-1 | Messenger | Support internal communications through movement and storage of documents, files and correspondence. Delivery hard copy documentation outside of the organization |

**Human Resources**

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| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Innovative | NPSA-11 | HR Advisor | Manage service delivery platform or major policy component of HR Programme. Integration of use of technology with timely, appropriate service focus. Concentration on quality/responsiveness |
| Adaptive Delivery | NPSA-10 | HR Specialist | Provide refined HR advice/service in provision of substantive support to business process |
| Analytical | NPSA-9 | HR Analyst | Provide dedicated HR Services in the areas of recruitment, entitlement administration or learning and development in development project |
| Basic Conceptual Comprehension | NPSA-8 | HR Analyst | Support provision of HR Services through managing ERP datasets, analysing service requests against existing policies, organizing data on workforce trends and service delivery performance  |
| Integrated Service Execution | NPSA-7 | HR Associate  | Organization of integrated process delivery, optimizing use of technology, ensuring relevance and optimal utility to user community |
| Comprehensive Process Execution | NPSA-6 | HR Associate  | Provision of specialized process services in entitlement management and contracting, promoting consistency and responsiveness to client community |
| Specialized Process  | NPSA-5 | HR Assistant | Processing of entitlement/recruitment needs for client community with focus on timely response |
| General Process Support | NPSA-4 |  HR Clerk |  Support to processing entitlements and other HR tasks |
| Process Support | NPSA-3 |   |  N/A |
| Task Oriented | NPSA-2 |   |  N/A |
| Manual/Repetitive  | NPSA-1 |   |  N/A |

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|  | **Finance** |  |  |
| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Innovative | NPSA-11 | Accounting /Finance Specialist | Advise on accounting systems and policies to promote optimal and soundest use of financial resources, advise business units on financial management and promote awareness of financial management dimensions to business activities |
| Adaptive Delivery/Seasoned  | NPSA-10 | Finance Specialist  | Provide specific accounting services to support business development and execution. Ensure timely adaptive services in sync with business needs. Advise managers on specific issues related to sound accounting principles |
| Analytical | NPSA-9 | Finance Analyst | Analyse specific accounting issues related to business development and execution. Propose accounting services and processes to support sound financial management and responsive servicing |
| Basic Conceptual Comprehension | NPSA-8 | Finance Analyst | Organize information on performance of accounting systems, monitor performance of accounting functions and provide oversight on delivery of accounting services. |
| Integrated Service Execution | NPSA-7 | Finance Associate  | Oversee management of accounting information systems, validate system integrity and ensure timely production of reports and accounting information. |
| Comprehensive Process Execution | NPSA-6 | Finance Associate  | Prepare periodic financial reports, reconcile accounting information. |
| Specialized Process  | NPSA-5 | Finance Assistant  | Validate complex accounting transactions, ensure timely provision of services consistent with accounting procedures. |
| General Process Support | NPSA-4 | Finance Clerk | Examine basic accounting transactions, ensure appropriate posting of accounting information. |
| Process Support | NPSA-3 |   |  N/A |
| Task Oriented | NPSA-2 |   |  N/A |
| Manual/Repetitive  | NPSA-1 |   |  N/A |

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|  |  **Executive** | **Assistance**  |  |
| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Comprehensive Process Execution | NPSA-6 | Executive Associate  | Provide confidential secretarial and administrative assistance at the representational and/or highest executive level. Communicate executive decisions and directions |
| Specialized Process  | NPSA-5 | Executive Assistant | Provide secretarial and communication support to a large business unit, facilitating integration of communication and business activity with other units of the organization |
| General Process Support | NPSA-4 | Assistant | Provide basic support to a small business service including text processing and information management |
| Process Support | NPSA-3 | Clerk | Manage information in both hard copy and electronic format. Facilitate distribution and retrieval of business information |
| Task Oriented | NPSA-2 |   |  N/A |
| Manual/Repetitive  | NPSA-1 |   |  N/A |

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|  | **Information** | **Technology** |  |
| **Nature of work** | **Level** | **Title** | **Brief TOR Description** |
| Innovative | NPSA-11 | Chief, IT Services | Organize provision of integrated services covering system, hardware and software. Develop and sustain performance standards aligned with business cycles |
| Adaptive Delivery/Seasoned  | NPSA-10 | IT Operations Specialist | Oversee system integrity and operation, ensuring continual secure and stable operating environment. Promote accessibility and utility to user community |
| Analytical | NPSA-9 | ICT Analyst  | Advise on system configuration to promote optimal use by individual users. Review current operations identifying areas where improved performance is needed. |
| Basic Conceptual Comprehension | NPSA-8 | ICT Analyst  | Analyse basic system design requirements, Write programme code and validate system functionality from development through production stage. Assess system performance against design specifications |
| Integrated Service Execution | NPSA-7 | ICT Associate  | Oversee development and maintenance of web services and web platform. Advise on development of web portals for delivering information. |
| Comprehensive Process Execution | NPSA-6 | ICT Associate  | Ensure operational services of network/hardware/ software and advise users on basic access issues. |
| Specialized Process  | NPSA-5 | Help Desk Asst | Provide specific assistance with respect to network and software questions. Maintain overview of overall system performance |
| General Process Support | NPSA-4 |  | N/A |
| Process Support | NPSA-3 |  | N/A |
| Task Oriented | NPSA-2 |  | N/A |
| Manual/Repetitive  | NPSA-1 |  | N/A |

1. Some positions will also require specific tests and certifications [↑](#endnote-ref-2)