Maintenance Guidelines
IRFFG
(International Reference Field Function Grid)

2019

Created/edited by:	Reviewed by:	Approval date:	Approved by:	Distribution	Version
Monica Folch	Juli Niebuhr	2015	HR Technical Platform	irffg.msf.org	V1
HR Technical Platform	HR Technical Platform	2019	HR Technical Platform	Irffg.msf.org	V2.1

Contents

1. General Information 3
   1.1. Function Grid 3
   1.2. IRFFG General Principles 3
2. Maintenance 4
   2.1. Roles & Responsibilities 4
   2.2. RACI 6
   2.3. Definitions IRFFG Functions 6
   2.4. Procedures 7
      2.4.1. MSF Field Functions: What you need to know 7
      2.4.2. 10 Steps to Create a New Field Function 8
      2.4.3. Deviations to the IRFFG 9
      2.4.4. Deleting a Function from the IRFFG 9
   2.5. Maintaining the IRFFG Database and Website 10
      2.5.1. Function Code 10
      2.5.2. IRFFG Database 10
      2.5.3. IRFFG Website (irffg.msf.org) 10
   2.6. Typology Table for Managing Functions Not Matching the IRFFG Standard 11
      2.6.1. Function Requested at a Lower Level 11
      2.6.2. Function Requested at a Higher Level 12
      2.6.3. Mission Function JD Mixing 2 Functions 14
      2.6.4. Mission's Function Not Existing in IRFFG 15
      2.6.5. Mission's Function with a Different Title to the Reference One 15

Abbreviations and Acronyms

DirMed	Medical Directors Platform	IDRH	HR Directors Platform
FG	Function Grid	IRFFG	International Reference Field Function Grid
FHRP	Field HR Platform	IRFFGCo	Intersectional IRFFG Coordinator
Hay (Kornferry) Office	International HR Consultancy	JD	Job description
HQ	Headquarters	JP	Job profile
HRTP	HR Technical Platform	OC	Operational Center
HRTR	HR Technical Referent	TCO	Technical Content Owners

1. General Information

This document contains the intersectionally agreed rules and responsibilities to maintain the International Reference Field Function Grid (IRFFG) across MSF. The latest version of the IRFFG as well as the job profiles and all related guidelines are available on

irffg.msf.org

1.1. Function Grid

The International Reference Field Function Grid is the result of a professional job evaluation system used to classify all MSF field functions. Using a common set of weighting criteria with no distinction between positions held by international or national staff we evaluate all jobs to establish a credible and consistent hierarchy between them, to differentiate internal contributions, and to provide equity, coherence and transparency in managing staff.
Being the cornerstone of most HR processes, the function grid is being used to define career paths, plan for succession and continuity, design work and organization, support pay structure, and differentiate internal contributions. These are all key elements for optimizing the capacity of our staff, which is strategic to improving the quality of our operations.

1.2. IRFFG General Principles

- **Progressive alignment:** all existing MSF field function grids will have to align towards the IRFFG.
- **Comprehensive:** the IRFFG aims at including all field functions without consideration of the employee occupying each position.
- **Based on generic responsibilities:** The IRFFG is based on each function's responsibilities and requirements
- **Coherent:** All functions are scored using the same set of weighting criteria agreed by all five Operational Sections. The criteria: Know How, Problem Solving and Accountability are based on the proven methodology of the HAY Group (International Management Consultants).
- **Adaptable:** IRFFG is a tool to enhance the quality of our operations and needs to be adaptable to our needs in the Field.
- **Not directly linked to remuneration:** Function grid is not the same as a salary grid, though they are clearly linked. The levels of the function grid should not be used to increase or decrease salaries.

2. Maintenance

The IRFFG is a living tool, used across OCs and continuously evolving, making **central coordination** essential to safeguard the internal logic of the grid.

2.1. Roles & Responsibilities



Intersectional Responsibilities

Intersectional IRFFG Coordinator

Working closely with the IDRH, HR Platforms and International Platforms of Support Departments, and in close cooperation with HR Technical Platform

- Responsible for the central management and development of MSF's job evaluation system (incl. policies and procedures)
- Responsible for technical content of IRFFG, including creating and scoring functions
- Intersectional Focal Point for the IRFFG, providing support to OCs
- Ensuring adherence to international procedures
- Maintaining the centralized database /standard profiles
- Developing training content on use of IRFFG
- Supporting the correct technical implementation of the IRFFG
- Representing the IRFFG across MSF

HR Technical Platform

Working in close cooperation with the IRFFG coordinator

- Responsible for technical content IRFFG, including creating and scoring functions
- Overseeing the correct technical implementation of the IRFFG
- Developing international policies and procedures
- Ensuring adherence to IRFFG standards in all HR Remuneration procedures within OCs
- Representing IRFFG within OC

IDRH

- Providing international vision on IRFFG and implementation framework
- As the owner of the IRFFG**,** ensuring the centralized management

HR Field Platform

- Being responsible for the IRFFG implementation strategy
- Monitoring the adaptations and deviations towards the standard grid

Technical Content Owners (HQ Technical Referents/Advisors, Intersectional working groups)

- Being responsible for the validation of the technical content of the job profiles (JP)

Directors' Platforms

- Providing final validation of senior functions (Level 9 and above) that impact on the management structure in the field in their domain

Responsibilities at your HQ

HR Technical Referent

- Overseeing implementation of IRFFG in OC
- Ensuring adherence to the international procedures within the OC
- Scoring of new functions in OC
- Ensuring correct technical content of JPs
- Presenting new functions in his/her OC missions to the HR Technical Platform and the IRFFG Coordinator for validation
- Maintaining OC standard tab on IRFFG Website

Responsibilities in your Mission

HRCo

- Representing IRFFG in Mission
- Adhering to IRFFG guidelines in Mission
- Applying OC standard functions in Mission
- Identifying potential new functions that are not in IRFFG
- Ensuring JDs are based on IRFFG standard template

2.2. RACI

Responsible	Realizer, the person who will do the job;	Consulted	Active role, consulted for technical input
Accountable	Authority responsible for the job to get done	Informed	Passive role, informed about the job

IRFFG	IDRH	IRFFGCo		HRTP	Dir Platform	FHRP	TCO	HRCo
International Vision on IRFFG and Implementation Framework	A	R		C	I	C	I	I
Centralized Management IRFFG (incl. policies and procedures)	A	R		R	I	C	I	I
Ensuring adherence to Methodology	C	A	R	R	I	I	I	R
Maintaining the centralized IRFFG Database/Website	C	A	R	R	I	I	C	I
Intersectional Focal Point for the IRFFG	C	A	R	C	I	I	C	I
Creating and Scoring of Functions	I	A	R	R	I	I	C	C
IRFFG Implementation Strategy	A	R		C	I	R	I	I
Validation technical content JPs	I	A		C	R	I	R	C
Validation of Senior functions	C	A		C	R	C	R	C
Identifying potential new functions	I	A		R	I	I	R	R
Representing IRFFG in OCs	A	R		R	I	R	I	R

2.3. Definitions IRFFG Functions

Function	Status IRFFG	Used by	Validation content JP by TCO	Scoring	Validation function by HR	Visible in
International standard function	Standard	Minimum 2 OCs	Levels 9-15 relevant tech directors of all OCs (DirMed, DirLog, etc.) Levels 1-8 HRTP + TCO	HRTP + IRFFGCo	HRTP and IRFFGCo (advise + referee)	irffg.msf.org + IRFFG database
OC standard function	Standard	1 OC	Tech Referents of Support department (LOG , Med, Watsan, etc)	HRTP + IRFFGCo	HRTP + IRFFGCo	irffg.msf.org + IRFFG database
Mission specific function	Exception	Mission	Tech Referents of Support department (HR, LOG , Med, Watsan, etc)	HRTP + IRFFGCo	HRTP + IRFFGCo	Mission database (Homere) + IRFFG database

2.4. Procedures

2.4.1. MSF Field Functions: What you need to know[1]



MSF Field Functions
What you need to know

1 Types of MSF Field Functions

Standard function
A reference function validated by all the OCs, visible on the IRFFG website

OC- specific function
A standard function validated for the specific use of one OC. It can become a general standard function if used by multiple OCs

Mission-specific function
A function for specific use in a mission, validated by all OCs in the country

2 Overview of Existing MSF Field Functions

Website: irffg.msf.org (career.msf.be for OCB)

- MSF INTL tab: shows all MSF standard functions
- OC tab: shows the standard functions used by the OC

IRFFG Database

- All MSF field functions receive a unique function code
- All MSF field functions (incl. mission-specific functions) are entered into the IRFFG database
- The database is managed by the IRFFG Coordinator
- Access to database through HR Technical Referent

3 Who's Involved in Creating a New Function?

Mission/desk/ department
Requests new field function
Provides initial job description (JD)

HR Technical Referent (HQ) (HR TR)
Supports the implementation and maintenance of the IRFFG in the OC

HR Technical Platform (HR TP)
Includes the HR Tech Referents and IRFFGCo. Responsible for creating and scoring of field functions

Technical Content Owners
Intersectional working groups, platforms or referent responsible for validation of technical content of job profiles (JP)

IRFFG Coordinator (IRFFGCo)
Oversees the development and maintenance of the IRFFG and MSF Common Language
juli.niebuhr@amsterdam.msf.org

Directors' Platforms
MedDir, DirOps, etc. Final validation of new senior functions in their domain

4 Useful Terms

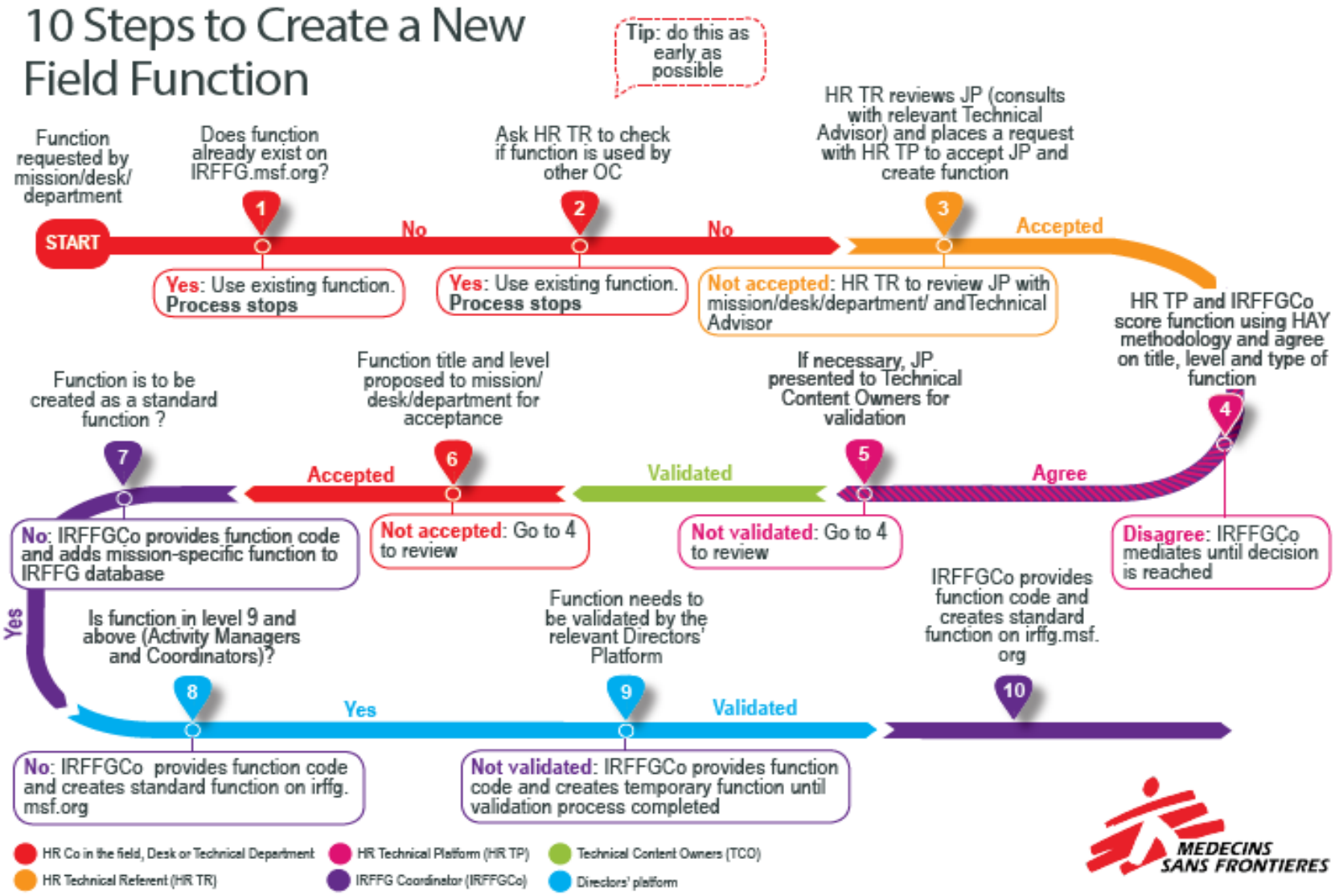
Scoring: The process of evaluating a function based on agreed criteria (HAY methodology). Defines the level of a function

Job profile: A standard job profile found on the IRFFG website, explaining the main purpose, accountabilities and requirements of a function

Job description: Standard job profile adapted to specific job, containing context information

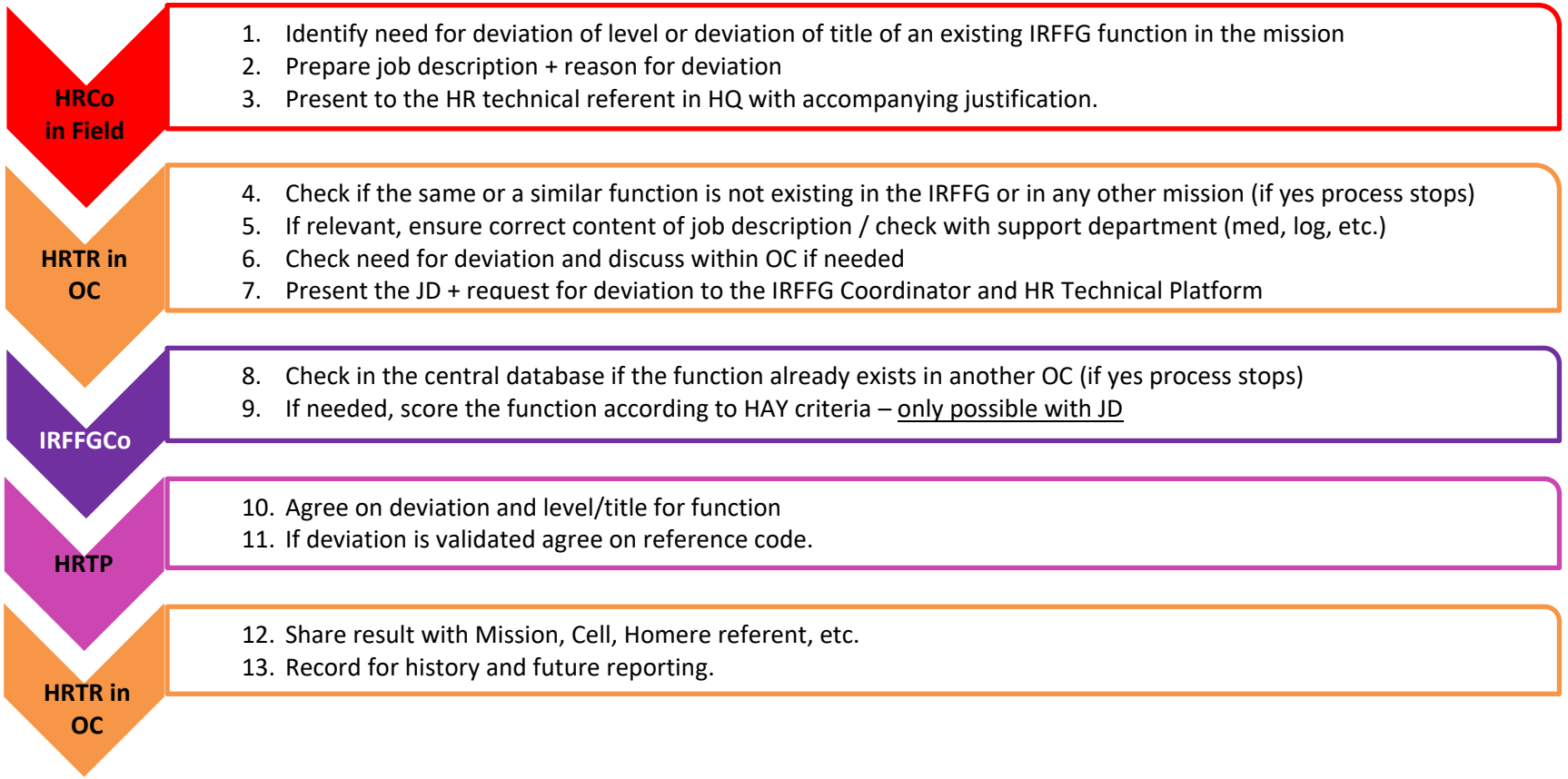
[1] Page is also available in separate guideline: Requesting a New Function – 10 Steps

2.4.2. 10 Steps to Create a New Field Function[2]



[2] Page is also available in separate guideline: Requesting a New Function – 10 Steps

2.4.3. Deviations to the IRFFG



2.4.4. Deleting a Function from the IRFFG



1. All OCs (and Technical Content Owners) agree that Function is superfluous
2. All OCs check if Function is still being used in field
3. IRFFG Co removes function from IRFFG Selection of standard functions. Function remains in database for reference purposes.

2.5. Maintaining the IRFFG Database and Website

The IRFFG Co is responsible for the central creation and management of new functions in the IRFFG and the maintenance of the IRFFG Database and website.
The HR Technical Referents are responsible to update the selection of their respective OCs

2.5.1. Function Code

Each new Function receives a unique Function Code of 7 (+1) digits indicating:

1. Job family (1 letter)
2. Function category (1 letter)
3. Individual unique number (3 digits)
4. Indicating if it is a sub-function (2 digits),
5. Indicating the OC or deviation (+1 letter)

} MS02901 B

2.5.2. IRFFG Database

The IRFFG Co creates new functions, provides them with a unique Function Code and adds them to the IRFFG database. The database contains all MSF Field Functions created under the IRFFG, including Standard Functions, Mission Specific Functions and OC Specific Functions.
Functions Created in the IRFFG database will also be added into Symphony and into the standard Job Scaling Tool .

2.5.3. IRFFG Website (irffg.msf.org)

All Standard IRFFG Functions and JPs are visible and downloadable from the IRFFG Website. The MSF INTL page shows all Standard Functions, while the OC specific pages only show the functions used by the individual OCs. The OCs maintain their own selection.
The Website also provides all IRFFG related documentation, tools and guidelines. These are being updated regularly.

2.6. Typology Table for Managing Functions Not Matching the IRFFG Standard

REASON / REQUEST	DIFFERENCE TYPOLOGY	EXAMPLE	COMPARISON MISSION JD WITH STANDARD JP	OUTCOME IN MISSION IRFFG	OUTCOME IN NS SALARY GRID[3]	POINTS TO CONSIDER	POSSIBLE RISKS & CONSEQUENCES	TIPS AND SOLUTIONS
2.6.1. Function Requested at a Lower Level								
FUNCTION REQUESTED AT A LOWER LEVEL	Incomplete fulfilment of the function (individual competencies)	Sometimes the intended jobholder is someone who cannot *yet* fulfil the function entirely and needs further coaching /training etc. Because of this the Job description is sometimes adapted to these specific temporary personal conditions. **This option is wrong!**	Accountabilities for the function are the same as the reference ones. Remember that personal circumstances do not impact in describing a job position.	We keep the reference function title and we score the position at the same level as in the IRFFG.	The person will be paid accordingly.	What additional support or training will the post holder require? What opportunities are there to build competencies?	The jobholder does not manage to develop the competencies to fulfil the function up to standard	The jobholder should be developed to fulfil all accountabilities, within an agreed timeframe, with a clear development plan and indicators.
	Function upgraded in the IRFFG	"Mechanic": In the IRFFG it is currently at L5 (after the log review) when previously it was at L4	Ensure the accountabilities are the same as the reference one (not just the title). If not the same, adjust to match the reference accountabilities.	Once mission function grid is adjusted to the new levels, we score this position at the same level as in the IRFFG.	Once mission function grid is adjusted to the new levels, the person will be paid accordingly at the higher level.	If the accountabilities are not the same: What are the differences? Why?	Will the person be able to fulfil all of the responsibilities in the upgraded JD?	See above point.
	Recognition of diploma	"X without diploma". In some countries and due to a lack of technical schools/universities MSF needs to hire staff with no official/registered diploma.	The jobholder without diploma fulfils 100% of the reference function:	You can change the job title, but keep the reference Homere code and place the position at the same level as in the IRFFG	The person will be paid accordingly.	In long standing missions are there opportunities to support such job-holder(s) to gain a diploma?	Possible future risk of having both 'without diploma' and with diploma working in same mission and objection from the job-holder with the diploma	

[3] Be aware that in certain of these typology examples the consequences of re-scoring may lead to salaries being frozen as the position may have been 'over-rated' in the past

REASON / REQUEST	DIFFERENCE TYPOLOGY	EXAMPLE	COMPARISON MISSION JD WITH STANDARD JP	OUTCOME IN MISSION IRFFG	OUTCOME IN NS SALARY GRID[3]	POINTS TO CONSIDER	POSSIBLE RISKS & CONSEQUENCES	TIPS AND SOLUTIONS
		"X without diploma" cannot stay as "X"	The "function without diploma" now has to be supervised by one with diploma, or can only fulfil 80% of the function, or legally cannot hold the title and responsibilities.	Modify the job title and JD (in effect, create a new JD) and refer to the HQ referent to score it and validate the final level.	New employees will be paid accordingly. Current employees may have their salary protected or alternatively may receive new contracts and paid accordingly.[4]	Are there any future developmental opportunities to support the job-holder to gain a diploma?	The new position may be scored lower which could lead to a frozen salary. What are the implications, and how is this to be managed on an ongoing administrative basis and during any general revision of remuneration?	Consult with referents about optimising your team setup. Talk to your HR and Homere referents about the best way to manage frozen salaries for your mission.
2.6.2. Function Requested at a Higher Level								
FUNCTION REQUESTED AT A HIGHER LEVEL	Choice of mapping	"Doctor": in some projects doctors may be acting as activity managers, in others they may only be undertaking medical consultations.	The activity manager has a far wider scope of accountabilities than a medical doctor.	Place the jobholder in the corresponding position and level, ensuring that accountabilities correspond.	The person will be paid accordingly.	Was the upgrade of position for salary reasons due to problems recruiting this function? See the example below.	There may be resistance to the fact that the base function (and thus salary) level may be lower than before.	Explain clearly and persistently the logic and structure of the IRFFG. The PMR and/or PC might also need to be involved in passing the message. Pay attention to the responsibilities demanded, not just the diploma.
	Market demand & positioning	"Specialised Doctor": in the market, specialised doctors may be in high demand and therefore difficult to recruit, and/or may be paid much more than generalist doctors.	Accountabilities for the function are the same as the reference one	We keep the reference job title and the reference Homere code and we score the position at the same level as in the IRFFG	The function will be paid accordingly. If we need to make a difference in pay because of market supply, a function allowance can be added to the salary, if justified and validated by HQ.	Do all the specialities which fall under the generic function have the same demand/positioning, or require the same or any function allowance?	The function may be paid more than the line manager and the mission may wish to apply the same allowance to higher functions despite their market positioning.	Explain clearly the logic and structure of the IRFFG. Be transparent about why a specific function may receive an allowance (and not all functions requiring the same diploma, for example).

[4] Please note that freezing salaries is not always legal. And the question of new employees may need to be addressed in some countries where you cannot have a different salary for the same position.

REASON / REQUEST	DIFFERENCE TYPOLOGY	EXAMPLE	COMPARISON MISSION JD WITH STANDARD JP	OUTCOME IN MISSION IRFFG	OUTCOME IN NS SALARY GRID[3]	POINTS TO CONSIDER	POSSIBLE RISKS & CONSEQUENCES	TIPS AND SOLUTIONS
	Security / Administrative Context	"Liaison officer": in some countries this function tends to be very strategic for the mission as it is hard to obtain visas when expats are not welcomed by the authorities. [Often MSF has changed the title to HOM Assistant in order to upgrade the position. This is wrong!]	Accountabilities for the function are the same as the reference one	We keep the reference job title and the reference Homere code and we score the position at the same level as in the IRFFG	The person will be paid accordingly.	How will this be communicated? Who makes the final decision?	A perceived loss/lack of status will be badly received. Security or operational risk may be forcefully argued as a reason for not implementing. Will HRCo be overridden?	HR and or HoM might also need to be involved in passing the message.
	Volume/ Dimension/ Complexity	"Supply Manager": In some countries where the operations are very big, the volume of supplies to be managed can be huge because of the size of the MSF mission	Accountabilities for the function are the same as the reference one	We keep the reference job title and the reference Homere code and we score the position at the same level as in the IRFFG	The person will be paid accordingly.	Do we handle volume and complexity by adjusting the job, or adjusting the team structure?	The job holder may lose motivation or be disappointed as the pay and/or status is not increasing with operational volume. Does the HRCo run the risk of being overridden by HoM / functional Director in OC?	Consult with referents about optimising your team setup, as this is how volume and complexity is currently handled e.g. mission supply manager implies a large operation
	Function downgraded in the IRFFG	"Head of Mission Assistant": In the IRFFG is at L7 and in many OC function grids was in L8 or even L9	Accountabilities for the function are the same as the reference one	We score this position at the same level as in the IRFFG	New employees will be paid accordingly. Current employees may have their salary protected (kept as is until higher remuneration e.g. due to loyalty).5	Who makes the final decision?	For a current job holder the loss of perceived status and frozen salary will be difficult and will need to be handled tactfully. Security risk may be forcefully argued as a reason for not implementing.	Suggested that given the reporting line the HoM should be involved in passing on the message.

[5] Please note that freezing salaries is not always legal. And the question of new employees may need to be addressed in some countries where you cannot have a different salary for the same position.

REASON / REQUEST	DIFFERENCE TYPOLOGY	EXAMPLE	COMPARISON MISSION JD WITH STANDARD JP	OUTCOME IN MISSION IRFFG	OUTCOME IN NS SALARY GRID[3]	POINTS TO CONSIDER	POSSIBLE RISKS & CONSEQUENCES	TIPS AND SOLUTIONS
2.6.3. Mission Function JD Mixing 2 Functions We will consider a combined position when the percentage of performance of both functions is >20%. **AS A GENERAL RULE: Try to avoid combined positions as much as possible. When the activities do not require a full-time person, consider part-time contracts for different employees[6] rather than mixing activities and/or responsibilities of various nature and/or level.**								
MISSION FUNCTION JD MIXING 2 FUNCTIONS	2 functions corresponding to two different levels in the function grid	"Driver (L3)-Purchaser(L5)"	2 functions already existing in the IRFFG (or created functions that have been scored)	You can keep the job title (combined title) but keep the corresponding Homere reference code (deviated) for the "lower" function (here, Driver), and score it at the same level as in the IRFFG (L3)	The salary will be pro-rated based on the % of performance of each function. e.g. 25% salary L5 and 75% L3. The lower function salary will be complemented to reach the desired remuneration.	How does MSF proceed if over 50% of performance is at higher level? Does the % dictate the level or purely the salary? Does the person fulfil each role fully, even though part-time on each?	If the % of performance of each function varies month to month, one risks a negative financial impact for the employee (or MSF).	Always use the lower level function as base, as you can always top up for the corresponding salary but not deduct! Estimate the average split over the course of a year, and use history to modify if needed.
	Two functions corresponding to the same level in the function grid	"Watchman-Gardener"	2 functions already existing in the IRFFG (or created functions that have been scored)	You can keep the job title (combined title) but keep only one corresponding Homere reference code (deviated, usually, of the function that the employee devotes most of the time)	The person will be paid according to the level.	Does the person fulfil each role fully, even though part-time on each?		

[6] You CANNOT have two different part-time contracts for the same employee in HOMERE. When contracting someone to fulfill two functions, clearly specify in the employee's contract that (s) he will perform both JD and attach both JD to the employment contract. To enter this combined function in HOMERE please proceed as indicated above.

REASON / REQUEST	DIFFERENCE TYPOLOGY	EXAMPLE	COMPARISON MISSION JD WITH STANDARD JP	OUTCOME IN MISSION IRFFG	OUTCOME IN NS SALARY GRID[3]	POINTS TO CONSIDER	POSSIBLE RISKS & CONSEQUENCES	TIPS AND SOLUTIONS
2.6.4. Mission's Function Not Existing in IRFFG								
MISSION'S FUNCTION NOT EXISTING IN THE IRFFG	New function	"Dentist":	It does not correspond with any existing reference function	Liaise with your HQ referent to make all necessary steps to create a new function in the function grid. (See earlier subsection for procedure.)	The person will be paid accordingly	Is the JD well elaborated? Is it clear where the position sits in the organisation chart? These points have a direct impact on the scoring.	Scoring may not match with mission expectation.	Role of the HRCo, supported by IRFFG referent and TCO, to understand the FG, the positions and accountabilities. When in doubt contact the HR Referent.
	"False" new function	"Paediatric nurse": At a first glance it does not exist in the IRFFG, but it could fit within an already existing standard Function (in this case, Nurse).	Accountabilities and requirements for the function are the same as the reference ones. If accountabilities are not the same, then we would be talking about a new function (see above)	You can change the job title but we keep the function's reference Homere code (deviated) and we score the position at the same level as in the IRFFG	The person will be paid accordingly		Managers may be convinced that what they need is a new function.	Think of the reference JD as a framework document including main responsibilities and tasks, but without needing to go into full detail (a Nurse would be a Nurse in the Maternity ward or in any other place.
2.6.5. Mission's Function with a Different Title to the Reference One								
Mission's function with a different title to the reference one	Context	"Physician's Assistant" vs "Clinical Officer": Certain job titles are more acceptable in a country or are linked to the diploma name given	Check contents of both JDs. If accountabilities are the same, it is the same function	You can use the mission's title if you need to, but you will use the reference Homere code for the function (deviated) and you will score it as in the IRFFG	The person will be paid accordingly	Is the title consistent with MSF Common Language? For example, there should be no 'Data Manager' at level 6!		