EIGHTY-SECOND SESSION

HUMAN RESOURCES REPORT

CONTENTS

HUMAN RESOURCES REPORT

I.   INTRODUCTION

1.   At the Eightieth Session of the Council, held in November 2000, in response to a request by the Staff Association Committee and several Member States, an information document entitled Human Resources Policy in IOM (MC/INF/242) was presented by the Administration to the Council, outlining IOM's personnel policies and progress made on issues of concern to the staff.

2.   Member States expressed their satisfaction with the report and requested that an update on IOM's human resources management issues be presented in future years.

3.   This update outlines developments since November 2000 in recruitment and selection, working conditions, staff development and training, performance management, classification of positions and staff relations. The annex includes a statistical overview of IOM staff by gender, grade and nationality, and information on recruitment, staff development and training.

II.   SELECTION AND RECRUITMENT PRACTICES

4.   The staffing policy outlined in document MC/INF/242, dated 24 October 2000, remains the framework for IOM's human resources management. This policy aims at reinforcing the Organization's capacity to serve its Member States through a recruitment strategy focusing on IOM emergency and post-conflict activities and services, and by simplified and rationalized administrative procedures. Developments in 2001 include: the introduction of recruitment techniques adapted to IOM's needs; revised guidelines for recruiting and selecting short-term professional staff (special contracts); revised selection guidelines for one-year fixed-term positions; revised guidelines for recruiting consultants; the negotiation of new associate expert agreements; a higher level of representation of women and nationals of non- or under-represented Member States of the Organization. IOM continues discussions with countries and agencies on new and revised agreements to strengthen its capabilities for deploying staff during emergency and post-conflict situations, as well as other areas of IOM activity.

Recruitment

5.   The following steps are being taken to reinforce the recruitment process:

   (a)   prior to issuance, vacancy notices are examined by the Staffing Unit, supervisors and the project manager/department concerned to ensure an updated description of the post;

   (b)   a panel interviews short-listed candidates whenever feasible. The supervisor interviews short-listed candidates before filling in the candidate's assessment and recommendation form. Competency-based recruitment and selection methodology continues to be applied and reinforced;

(c)   closer working relationships and contacts with Member States and agencies dealing with human resources have been established and encouraged to help identify best candidates;

(d)   greater use is made of the internal roster for recruitment. The roster of external candidates is regularly updated, and used whenever a suitable candidate cannot be found internally;

(e)   the Administration has been working with the Staff Association Committee to define the term "internal candidate" for the purpose of applying for vacancy notices in order that attention is given to the career development of IOM staff;

(f)   as recommended by the External Auditors, the Staffing Unit is studying the possibility of upgrading its computerized functions, which will be carried out when funding is available.

Streamlining of guidelines concerning recruitment and selection

6.   The Staffing Unit is developing the following new guidelines and streamlining existing ones in order to harmonize the practical implementation of recruitment and selection.

- **Guidelines on selection and recruitment of staff under special contracts**

7.   As stated in MC/INF/242, the Director General employs persons for particular assignments and on a short-term or part-time basis to improve IOM's capacity to handle emergencies, post-conflict activities and programmes. The Staffing Unit is finalizing the guidelines to regulate the recruitment of staff on special contracts. These guidelines will facilitate the timely deployment of staff members during emergencies and ensure that short-term staff will also be selected on merit.

- **Selection guidelines for fixed-term one-year staff**

8.   In order to harmonize and improve recruitment and selection practices, the Staffing Unit is revising the process for staff members appointed under a one-year fixed-term renewable contract and subject to selection through the Appointments and Postings Board (APB). These guidelines will provide instructions on this process, in particular on the candidates' assessment and appointment recommendation form, in order to improve the accuracy of the information provided by the selectors to the APB.

- **Guidelines for selection and employment of consultants**

9.   The Staffing Unit is elaborating guidelines for the selection and employment of consultants to rationalize their use by establishing a cost-effective and transparent mechanism for their hiring and evaluation.

Gender policy and geographical distribution on recruitment

10.   Over the past three years there has been a significant rise in the level of representation of women in the Professional category. Additional efforts are needed to reach the target at the more

senior level, particularly P5 and D. Contacts continue to be made with professional women's associations to increase further the level of representation (see Tables 9 and 10 of the annex).

11.   A fair geographical distribution also remains an important objective on IOM's human resources agenda. In this connection, the Director General invites Member States which are under- or not represented in the Organization to take an active role in circulating vacancy notices and submitting curricula vitae of qualified candidates.

Staff deployed for emergencies

12.   Since autumn 2000, IOM has participated in the following emergencies: East Timor, Kosovo, Guinea Conakry/Sierra Leone and Afghanistan.

13.   Over 230 staff members have been deployed for these emergencies, often giving General Service staff members the opportunity to carry out functions with greater responsibility, in line with paragraph 41 of the Human Resources Policy document, on "secondments".

Other employment opportunities at IOM

- **Associate Experts**

14.   IOM adopted the Associate Experts (AE) programme in 1975 (see MC/INF/242, paragraphs 38 and 39). To date, associate expert agreements, whereby young qualified professionals are sponsored by a government, have been signed with the authorities of Austria, Belgium, Denmark, France, Finland, Germany, Italy, Japan, the Netherlands, Republic of Korea, Sweden, Switzerland and the United States. Two associate experts were appointed in 2001 and four more are being recruited. The Belgian Government sponsored one associate expert from Morocco.

- **Internships at Headquarters and in Field Offices**

15.   Updated guidelines on internships at Headquarters and in Field Offices are shortly to be issued to harmonize conditions of service for young, talented undergraduate and graduate students wishing to gain practical experience in migration-related issues.

16.   After the selection process and successful completion of their internship assignment, interns may be considered for short-term assignments and/or positions advertised in Headquarters or Field Offices as external/internal vacancies. The number of interns retained in IOM in the past demonstrates that an internship assignment is a significant starting point for a career with the Organization.

17.   IOM defines interns as students finalizing their studies and preparing a thesis, or recent graduates between the age of 19 and 32 with less than two years of relevant working experience. These students/recent graduates come under one of the following categories: those with a specific interest in areas relevant to IOM programmes and activities; those holding a scholarship for internship placements in international organizations and/or for whom an internship is required to complete their studies; and those sponsored by institutions to work in specific areas relevant to both IOM and the sponsor.

18.   Interns' desirable qualifications and requirements may vary according to each internship assignment, as advertised on the IOM website, and internship opportunities may vary in number, expertise required and location. Statistics on the number of interns who have worked in IOM from January to June 2001 are given in Table 24 of the annex.

III.   CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS

19.   In its review of staff employment conditions, HRD has focused on the following:

Harmonization of conditions of service for General Services field staff

20.   Since the Director General's endorsement in 2000 of the proposal to give all staff basic social security, HRD has continued the harmonization of standard conditions of service for employees in the Field Offices.

21.   The Staff Regulations and Rules (SRRs) are the main tool used by HRD to harmonize conditions of service for IOM's employees worldwide. When SRRs are implemented in a Mission, the conditions of service in that Mission are equivalent to the worldwide IOM standard or to the conditions set out by national law, in particular on health insurance and pension/Provident Fund.

22.   As of September 2001, SRRs have been implemented in 54 Missions, an increase of seven compared to 2000. SRRs at 11 Missions are out of date and currently under review to adapt them to local changes and reflect improved conditions of service in IOM.

23.   HRD is working on the implementation of SRRs and social security benefits in 41 additional countries. Many of these are new Missions or Missions which were created to deal with emergencies and are now in the process of stabilizing. As IOM expands, the number of Missions increases accordingly: 95 as of September 2001, an increase of 12 compared to September 2000.

24.   The Medical Service Plan, IOM's health insurance for non-occupational accidents and illnesses in the Field, has to date been implemented in 33 Field Offices (an increase of nine compared to autumn 2000). The Provident Fund, which grants a lump sum to staff upon retirement, has been implemented in 27 Missions; other Missions participate in the national social security health and pension scheme of the country.

Field employees management handbook

25.   The field employees' management handbook, which guides managers and administrators on human resources management and field personnel administration, continues to be updated. Three chapters are being revised, concerning staff separation, recruitment, and development and training, and will be issued in autumn 2001.

Handbook for the administration of international staff

26. The Personnel Administration Unit has issued a third revision of the manual giving instructions and guidance on the administration of international staff, destined for Administrative Support Officers (ASOs) in the Field.

Entitlements of staff terminated for health reasons and entitlements for the families of deceased staff members

27. As part of the Organization's aim to ensure basic social security for all staff, two new entitlements have been established for staff and their families who face difficult situations with financial implications: termination indemnity for staff terminated due to health reasons and financial support for families of deceased staff members.

28. Normally the Organization does not favour terminations for health reasons. However, in situations where no recovery is foreseen, termination may be considered as a last option. The new entitlement gives staff on contracts with no termination indemnity the same entitlement as staff with contracts subject to SRRs. Depending on the length of service, the entitlement would range from a minimum of six weeks' salary to a maximum of twelve months' salary (after 15 years of service).

29. The second entitlement guarantees financial support to designated dependants of deceased staff members. When death is attributed to circumstances not related to occupational accidents or illnesses and the employee has no other social security, the family will receive one month's salary for each year of service up to a maximum of nine months' salary. In instances where death is caused by an occupational accident or illness, a death benefit is granted by the IOM occupational insurance plan.

Mandatory participation in the Medical Service Plan (MSP) for staff on temporary contracts

30. In order to improve the medical coverage of staff on short-term contracts to a level similar to that of staff with contracts of longer duration, the MSP has been made mandatory for all international staff and Headquarters' employees on short-term contracts.

Paternity leave pilot exercise

31. Since the introduction of paternity leave in 2000, 10 fathers (both in the Professional and General Service categories) have benefited from this new entitlement.

Policy towards a respectful working environment

32. HRD, in line with MC/INF/242, paragraph 100 (f), has drafted a document incorporating the existing Policy against Sexual Harassment into a wider and more general anti-harassment policy for the Organization. This policy is being discussed with the SAC and senior staff and, once issued, will be an important milestone for the maintenance of a respectful working environment within IOM.

IV.   STAFF DEVELOPMENT AND TRAINING

33.   The Staff Development and Training (SDT) Unit, established in 1997, is responsible for implementing the Organization's staff development and training strategy, as outlined in MC/INF/242, paragraph 66.

34.   The Staff Development and Training Steering Committee, composed of representatives of the Staff Association and the Administration from Field and Headquarters, provides advice and recommendations to SDT on IOM's strategic objectives and monitors the implementation of the annual training plans.   With the appointment of a new Head of the Staff Development and Training Unit in August 2001, the Committee was recently reconvened.

35.   SDT continues providing professional support to organize, administer and facilitate training activities.   The Unit coordinated the development of training for priority groups, including Field Administrative Support Officers and Chiefs of Mission.   It also coordinated the development and implementation of a course for IOM managers on conflict management through mediation and negotiation.

36.   SDT continues to meet the specific training needs of staff involved in new programmes such as the German Forced Labour Compensation Programme (see Table 29 of the annex).   In such cases, the related costs are covered by the budget of the requesting programme.

37.   Current SDT activities include: developing a briefing and orientation programme for new staff and staff changing assignment/duty station; training staff in key positions, such as Chiefs of Mission, Administrative Support Officers, project developers and programme managers; and introducing distance-learning techniques for staff in the Field.   SDT allocates 75 per cent of its resources to the training and development of field staff.

38.   SDT will have an important role in the development, introduction and implementation of a revised performance appraisal system for IOM staff (see chapter V below).   It will also assist in the development and organization of operational training, such as for the launching of the Migrant Management and Operational Systems Application (MIMOSA) later this year.

39.   SDT works closely with other offices and units in the Organization to ensure a comprehensive and complementary approach to staff development, which reflects and supports IOM's overall policies and objectives.

V.   PERFORMANCE MANAGEMENT

40.   As part of the effort to introduce elements of performance management in IOM, the Administration has created two new processes in the past year.

41.   The **Senior Review Panel**, which was established to make recommendations on promotions to the D1 level, is chaired by the Executive Officer and composed of senior managers, including a participant from the Field, and the Staff Association Committee Chairperson.   It reviews candidates for D-level positions, whether they are new appointments, reclassified posts or transfers, and rates the candidates on: leadership, knowledge of migration issues, integrity, diplomacy, ability to achieve results, analytical, written, oral communication

and linguistic skills, human resources management (including gender and cultural sensitivity) and financial management skills.

42. The **Career Threshold Review** was established to make recommendations for granting regular contracts. Staff members with the requisite number of years of service, in a post with ongoing funding and with a positive recommendation from their supervisor will be reviewed. Present and previous supervisors will provide written assessments on the candidate's performance and potential for development. Peer ratings and/or 360-degree assessments may also be requested and the Organization's senior experts on the candidate's area of work will assess the candidate's skills and experience for future programme needs.

43. The assessments should evaluate the candidate's effectiveness, integrity, ability to work harmoniously with colleagues of multicultural backgrounds and to contribute to IOM's future activities.

44. The Human Resources Director will submit the results to the Appointments and Postings Board to make a recommendation to the Director General. Candidates with the requisite skills and competencies will be granted a regular contract.

45. HRD will coordinate the development and introduction of a comprehensive, organization-wide performance management system. The timeframe and details for this process are currently under discussion. It will include some elements of the existing processes, such as identification and rating of key competencies required for successful performance in a given post, as well as a process of setting and assessing work objectives between staff member and supervisor. However, as mentioned in MC/INF/242, the system developed must be both simple and effective and not too complicated or time-consuming.

46. HRD will convene a small internal working group to design a performance management system. It will take into account recent experiences and best practices in other international organizations and build upon the existing knowledge on performance management in IOM, acquired during the development of the competency-based performance management system in 1997/1998.

VI.   JOB CLASSIFICATION

47. To clarify job classification procedures and appeals pertaining thereto, the Administration issued a General Bulletin in March 2001. One of the new features enables staff members who disagree with the rating results for their position to request a desk audit by one of the raters, before formally making an appeal on the results to the Classification Appeals Review Committee (CARC).

48. In applying these procedures, and in view of a backlog of cases, the Administration recognized a need to revise the process further in August 2001 and, in agreement with the Staff Association Committee, decided: (a) to abolish the requirement for a double rating recommendation and have only one opinion, as done by other Geneva agencies; to ensure a balanced approach, when a desk audit is required, it will be carried out by a different rater from the one who made the initial rating of the position; (b) to hire at least two additional experienced

rating consultants; and (c) to re-staff the Classification Appeals and Review Committee (CARC), the body designated to resolve appeals relating to the rating process.

49.   The staff have been informed of the above changes and a revision to the General Bulletin on Job Classification will be issued shortly.

VII.   STAFF MOBILITY

50.   The Administration believes that the interests of the Organization are best served if individuals in positions of leadership periodically change jobs, and has invited senior staff members who have been in their present position for at least four years to enter into a dialogue with the Administration regarding their options for a possible new posting during 2002.

VIII.   STAFF RELATIONS

51.   The Joint Administration/Staff Association Committee (JASAC) met during the year to discuss agenda items proposed by the SAC on staff matters, including new or revised conditions of service and staff welfare issues. Many of the issues discussed have been reported on in this document, as the Administration has worked to satisfy staff concerns and make progress on related activities. Agenda items included: performance management system, job classification, policy towards a respectful working environment, policy for granting regular contracts, Provident Fund, Staff Development and Training Steering Committee, Senior Review Panel and definition of "internal" candidate for the purpose of applying for vacancies.

Annex

Statistical Overview

1. IOM Field Offices (including suboffices), 1996-2001

|	1996	1997	1998	1999	2000	2001
IOM Field Offices	93	105	119	126	142	151

IOM STAFF COMPOSITION

2. Staff by category, location and gender, June 2001

| Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials [1]	51	58	58	152	319
Officials, short-term	4	3	22	44	73
Employees [1]	72	25	673	776	1 546
Employees, short-term	16	9	239	347	611
National Officers	-	-	22	24	46
Associate Experts	1	-	11	4	16
TOTAL	**144**	**95**	**1 025**	**1 347**	**2 611**

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[1] Unless otherwise specified in this report, all data refer to staff members holding a regular or one-year contract or who have been with the Organization for more than 12 months. The Director General, Deputy Director General, consultants, interns and staff on special leave without pay are excluded.

3 and 4. Officials and employees by gender and location, June 2001

Officials by gender and location, June 2001
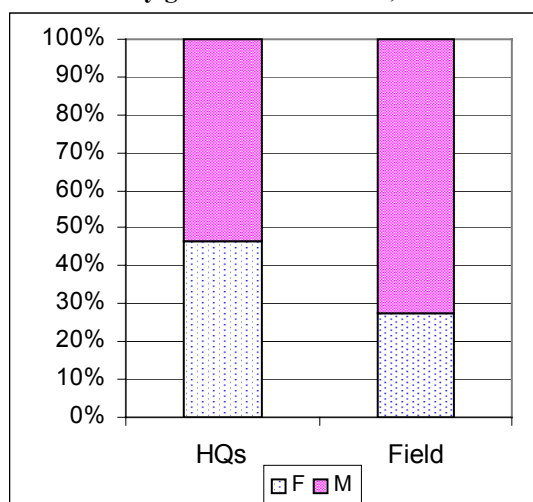
Employees by gender and location, June 2001
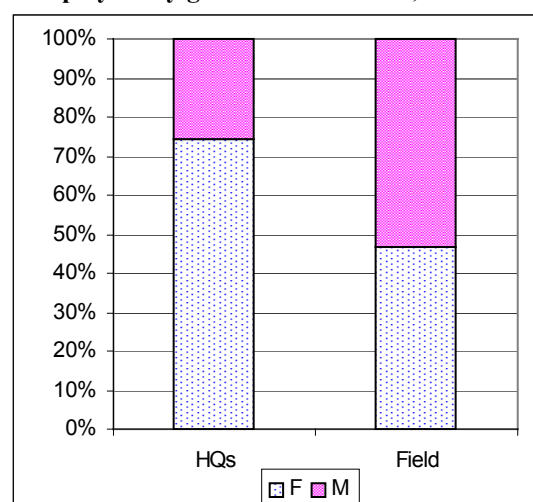
The average percentage of women is 34.2 per cent among officials and 48.2 per cent among employees.

The chart below shows the representation of women and men officials. In general the percentage of women has increased since 1997 both at Headquarters and in the Field. In particular, the presence of women at Headquarters has increased from 42.2 per cent in 1997 to 46.7 per cent in 2001, while in the Field this percentage has increased at a faster pace, from 19.8 per cent in 1997 to 27.6 per cent in 2001.

5. Officials by gender and location, 1997-2001
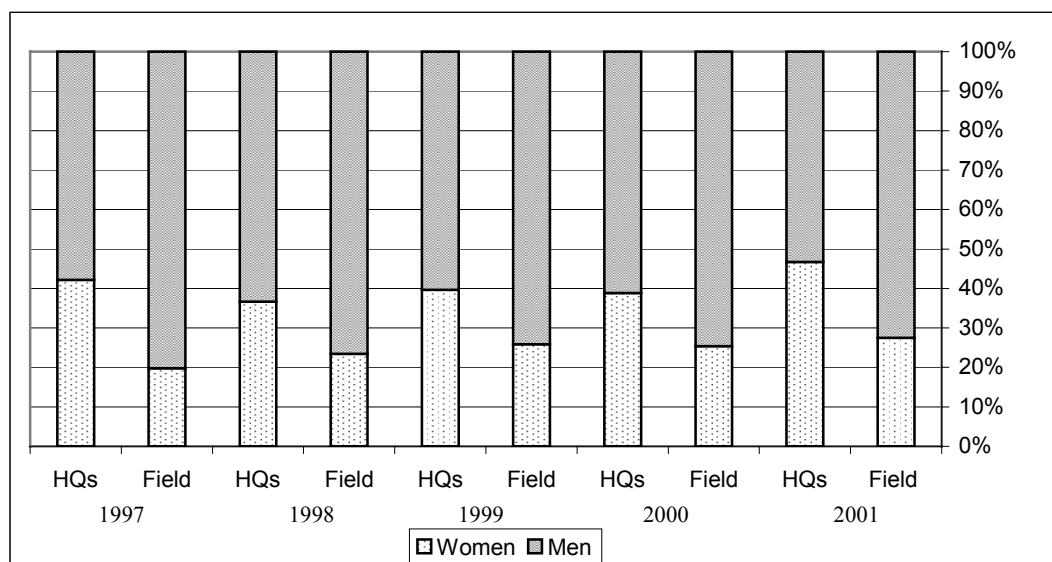
6. Employees by gender and location, 1997-2001
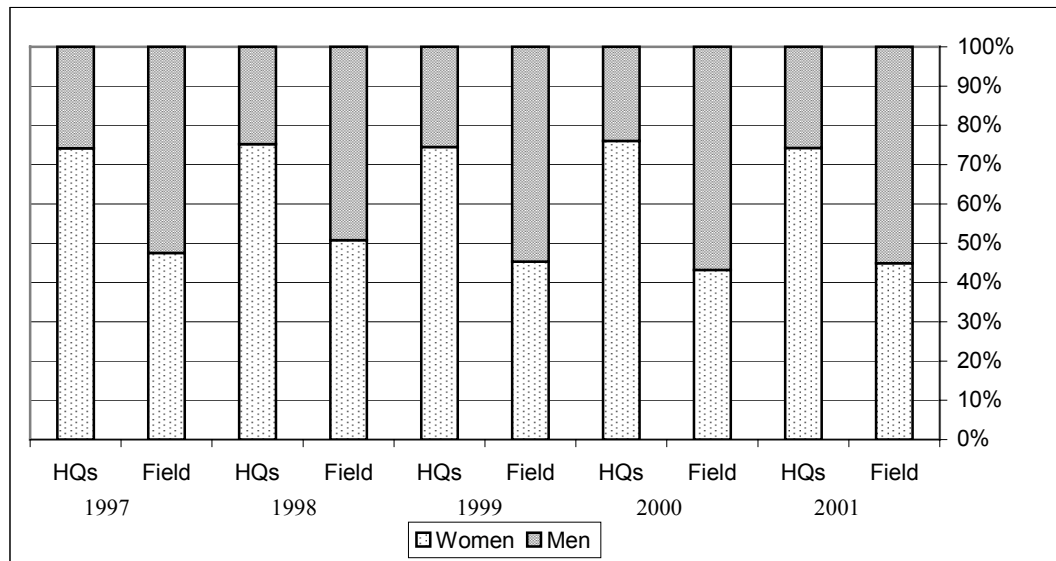
This chart shows the representation of women and men employees at Headquarters and in the Field. While men are under-represented among employees at Headquarters, women and men are almost equally represented in the Field. The average percentages of both men and women changed slightly since 1997, although numerically the total number of employees has constantly increased.

7. Officials by gender and grade, June 2001

	PU	P1	P2	P3	P4	P5	D1	D2
M	9	7	34	60	52	33	14	1
F	6	3	25	33	30	8	4	0
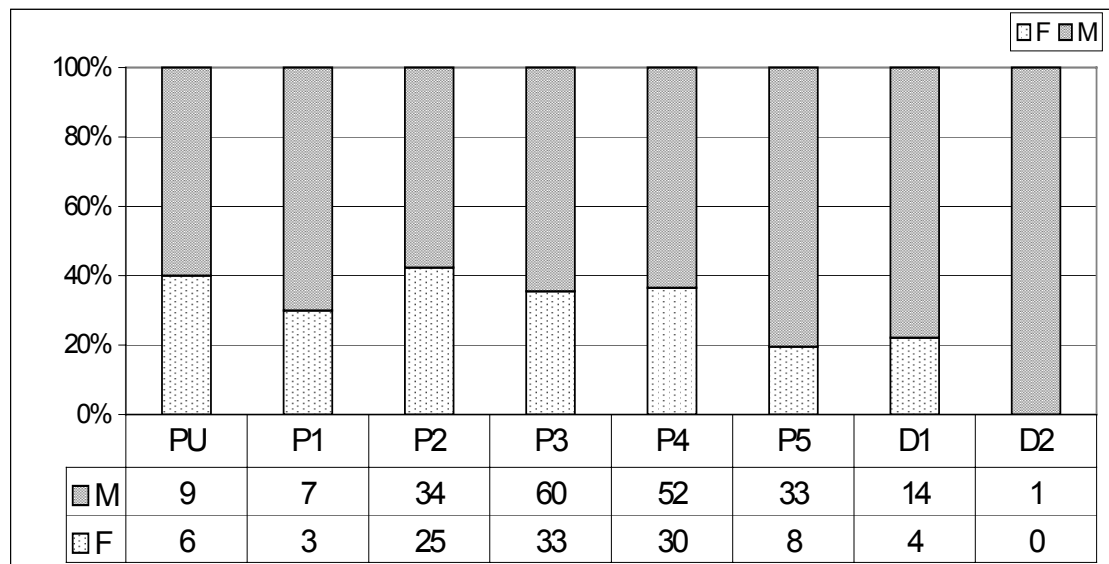
8. Officials - grade distribution by location and gender, June 2001
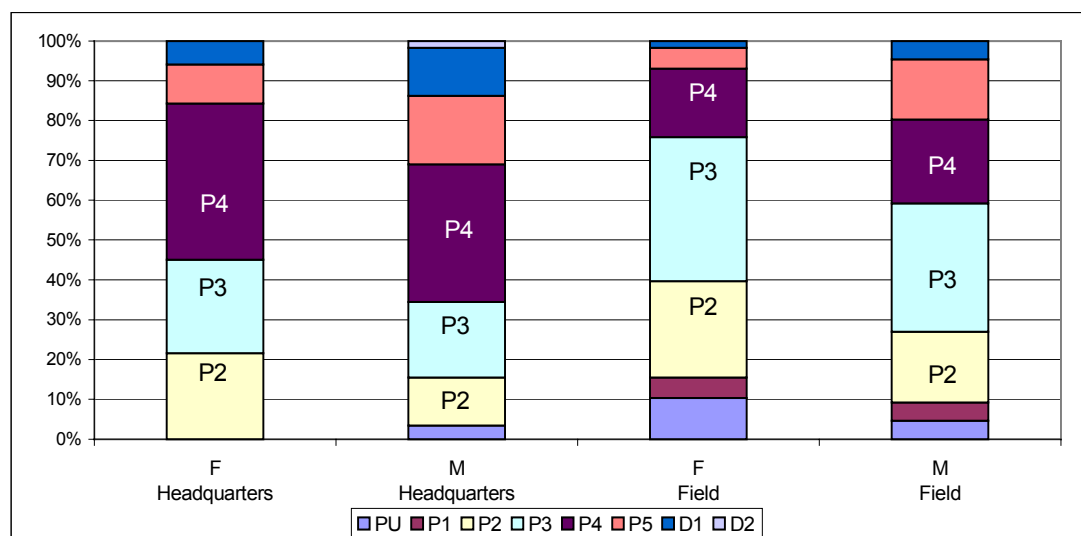
9. Officials within grade - distribution by gender, 1996-2001

Grade	Dec. 1996	Dec. 1997	Dec. 1998	Dec. 1999	Dec. 2000	June 2001
% of women	23.5%	27.6%	27.7%	30.6%	28.1%	34.2%
Women were distributed within grades as follows:						
P5 and above	7.0%	7.8%	13.5%	16.1%	14.1%	11.0%
P3-P4	62.8%	60.8%	67.3%	62.5%	67.6%	57.8%
P1-P2	25.6%	19.6%	9.6%	16.1%	15.5%	25.7%
PU	4.6%	11.8%	9.6%	5.3%	2.8%	5.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of women	**43**	**51**	**52**	**56**	**71**	**109**
% of men	76.5%	72.4%	72.3%	69.4%	71.9%	65.8%
Men were distributed within grades as follows:						
P5 and above	25.0%	30.6%	36.0%	35.4%	25.8%	22.8%
P3-P4	52.0%	54.5%	50.7%	53.5%	54.4%	53.3%
P1-P2	10.0%	5.2%	8.1%	7.9%	17.1%	19.6%
PU	13.0%	9.7%	5.2%	3.2%	2.7%	4.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total number of men	**140**	**134**	**136**	**127**	**182**	**210**

10. Evolution of the representation of women among officials, 1996-2001

(Percentage of women in a grade compared to the total staff in that grade)

Grade	Dec. 1996	Dec. 1997	Dec. 1998	Dec. 1999	Dec. 2000	June 2001
D2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
D1	8.3%	7.1%	15.8%	17.6%	17.6%	22.2%
P5	8.0%	10.0%	12.1%	16.7%	17.9%	19.5%
P4	21.2%	22.9%	37.5%	32.0%	33.3%	36.6%
P3	33.3%	35.7%	29.4%	35.8%	32.4%	35.5%
P2	35.0%	60.0%	27.3%	50.0%	24.2%	42.4%
P1	80.0%	50.0%	100.0%	50.0%	30.0%	30.0%
PU	10.0%	31.6%	36.4%	37.5%	28.6%	40.0%
Total % of women	**23.5%**	**27.6%**	**27.7%**	**30.6%**	**28.1%**	**34.2%**
Total officials	183	185	188	183	253	319

## 11. Officials[2] - grade distribution, 1996-2001

Grade	1996	1997	1998	1999	2000	June 2001
D2	0.8%	0.8%	1.5%	0.7%	0.5%	0.5%
D1	9.9%	9.7%	14.4%	11.6%	8.7%	8.1%
P5	20.7%	23.4%	25.8%	24.0%	20.0%	18.6%
P4	33.1%	32.3%	32.6%	32.2%	35.4%	33.4%
P3	22.3%	25.0%	23.5%	27.4%	27.1%	29.0%
P2	9.9%	5.6%	2.3%	4.1%	9.2%	9.9%
P1	3.3%	3.2%	0.0%	0.0%	0.0%	0.5%
Total	**121**	**124**	**132**	**146**	**195**	**221**

In 1996, D1 officials represented 9.9 per cent of officials on regular and one-year contracts. Since then, the number of D1s increased to 14.4 per cent in 1998 and decreased to 8.1 per cent in June 2001. The same trend appears at the P5 level where the number of officials increased from 20.7 per cent in 1996 to 25.8 per cent in 1998 and then decreased to 18.6 per cent in 2001.

The proportion of officials at P4 level has been relatively stable, around 32 to 33 per cent. At the P3 level, apart from a decrease from 1997 to 1998, the proportion of officials has constantly grown from 22.3 per cent in 1996 to 29.0 per cent in 2001. At the P2 level, the trend is inverted, decreasing from 9.9 per cent in 1996 to 2.3 per cent in 1998 and increasing again from 1999 to 9.9 per cent as at June 2001. As in other United Nations organizations, the P1 level has been rarely used since 1998.

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[2] Sources of data are of the Report of the Director General on the work of the Organization to the years 1996 to 2000. Figures refer to officials on regular or one-year contracts only.

12. Officials by age group and gender, June 2001
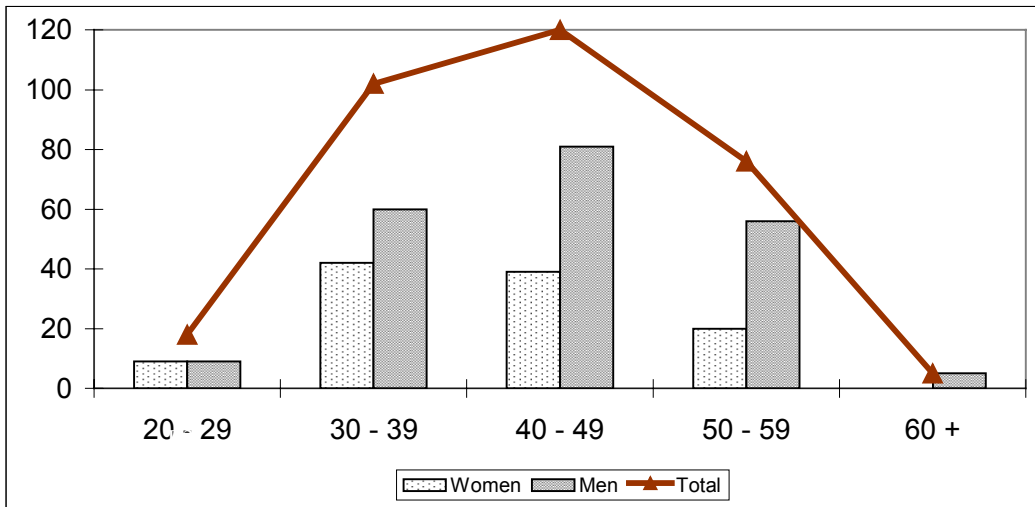
13. Officials by age group and gender in the Field, June 2001
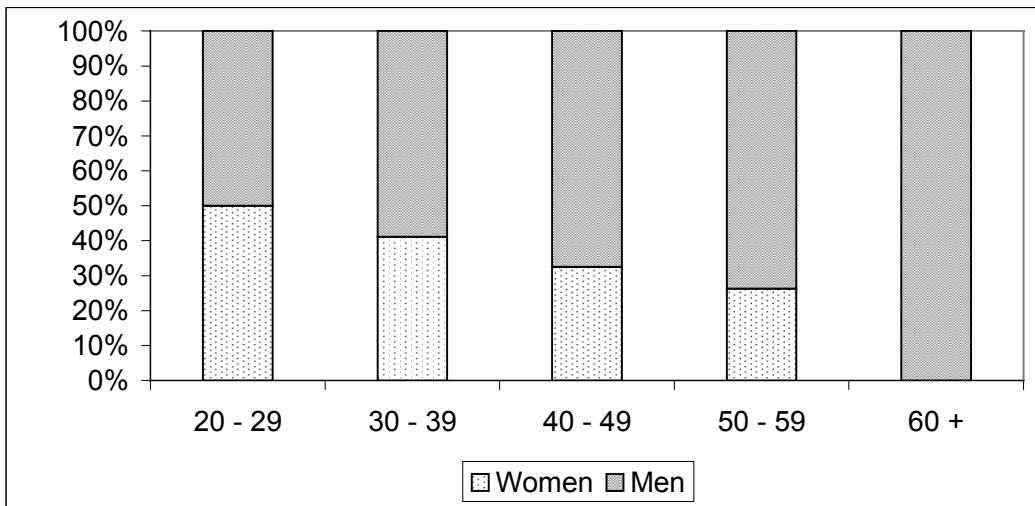
14. Officials by age group and gender at Headquarters, June 2001

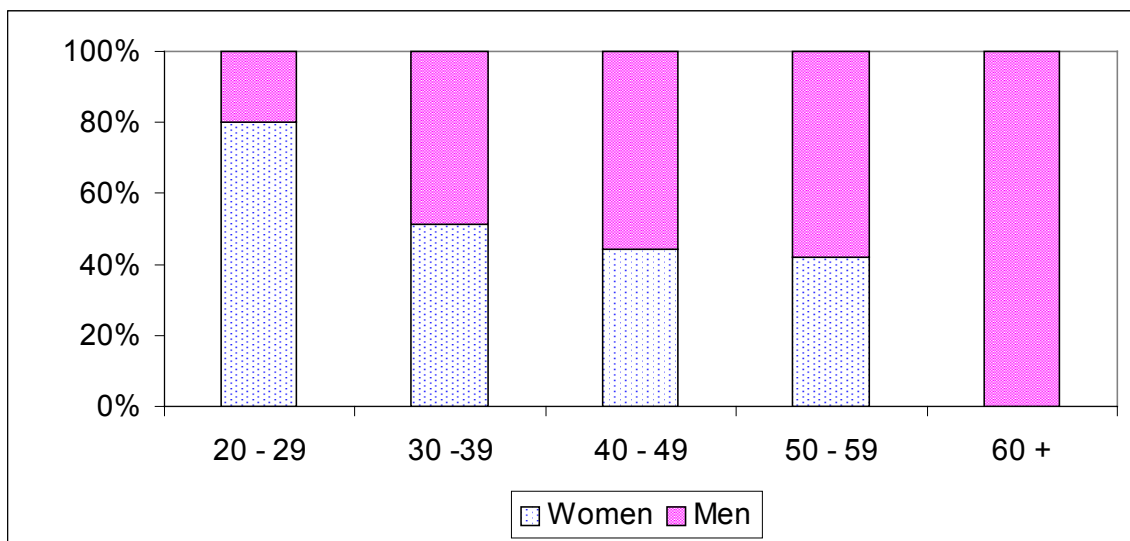## 15. Officials by country of nationality and grade, June 2001

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Algeria						1			1
Argentina		1	1		3				5
Australia		1		4	1			2	8
Austria		1		1	2	2			6
Azerbaijan						1			1
Bangladesh				1					1
Belgium		1	1	2	5				9
Bolivia				1					1
Canada		1	2	2	3	3			11
Chile			1		1				2
Congo							1		1
Costa Rica		1			4	1			6
Croatia				2	2	1		1	6
Denmark			1	1					2
Egypt			1			1			2
Finland			1		1	1			3
France			2	6	6	2			16
Georgia					1				1
Germany		4	3	4	3	4			18
Ghana					2				2
Greece					1				1
Guatemala						1			1
Haiti				1	1				2
Honduras				1					1
Hungary				1	1	1			3
Israel			1			1			2
Italy		1	5	8	4	1			19
Japan		1		1	2	1			5
Jordan					1				1
Kenya				1	3		1		5
Lithuania					1			1	2
Mali						1			1
Netherlands		1	2	2	1	3			9
Norway			1	1				1	3
Pakistan			1		1				2
Panama				1	1				2
Peru		1		2					3
Philippines				2	4	3	1	1	11
Portugal			1						1
Romania				1		1			2
Sri Lanka				1					1
Sudan				1					1
Sweden				1	1	1		1	4
Switzerland	1		2	7	2	3	1		16

15. Officials by country of nationality and grade, June 2001 (cont.)

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Thailand						1	1	2	4
United Kingdom of Great Britain and Northern Ireland			1	5	4	2			12
United Republic of Tanzania			1			1			2
United States of America		4	8	13	15	10	1	3	54
Uruguay			1	3					4
Venezuela			1						1
Non-Member States			3	9	13	10	5	2	42
TOTAL	**1**	**18**	**41**	**82**	**93**	**59**	**10**	**15**	**319**

Member State nationals currently employed on short-term contracts as follows: Albania (1), Czech Republic (1), and South Africa (1).

16. Headquarters employees by country of nationality and gender, June 2001

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania	1	1	2	Netherlands	1		1
Argentina	3		3	Peru	1		1
Australia	3		3	Philippines	1		1
Austria	1		1	Portugal	1		1
Azerbaijan	1		1	Romania	1	1	2
Bosnia and Herzegovina	3	1	4	Senegal	1		1
Brazil		1	1	Spain		1	1
Canada		1	1	Sri Lanka		1	1
Chile		1	1	Switzerland	17	2	19
Colombia	1		1	The former Yugoslav Republic of Macedonia		2	2
Costa Rica	1		1				
France	24	13	37	Turkmenistan	1		1
Germany	5	1	6	United Kingdom of Great Britain and Northern Ireland	11	2	13
Indonesia	1		1				
Italy	4	4	8				
Kenya	1		1	Uruguay	2		2
				Yugoslavia, FR	2	2	4
				Grand total	**88**	**34**	**122**

17. Field employees by country of nationality and gender, June 2001

Country of nationality	Gender F	M	Total	Country of nationality	Gender F	M	Total
Afghanistan	3	34	37	India		2	2
Albania	16	15	31	Indonesia	6	6	12
Algeria	1	3	4	Iran (Islamic Republic of)	3	6	9
Angola	1	8	9	Ireland	1		1
Argentina	10	2	12	Italy	31	12	43
Armenia	8	8	16	Japan	3		3
Australia	8	3	11	Jordan	3	6	9
Austria	3	6	9	Kazakhstan	5	3	8
Azerbaijan	10	15	25	Kenya	30	37	67
Bangladesh	2	6	8	Kyrgyzstan	3	7	10
Belarus	4	1	5	Latvia	1	1	2
Belgium	14	13	27	Lebanon	1		1
Bolivia	1	4	5	Lesotho	2	1	3
Bosnia and Herzegovina	31	33	64	Liberia	1	1	2
Brazil		1	1	Lithuania	3		3
Bulgaria	4	2	6	Mali		1	1
Cambodia	8	16	24	Mexico	2	1	3
Canada		1	1	Nepal		1	1
Cape Verde	1		1	Netherlands	13	14	27
Chad	1		1	Nicaragua	5	7	12
Chile	3	9	12	Norway	1		1
China, Hong Kong Special Administrative Region	4		4	Pakistan	3	8	11
				Paraguay		1	1
Colombia	39	25	64	Peru	4	5	9
Costa Rica	13	13	26	Philippines	7	3	10
Croatia	19	14	33	Poland	2		2
Cuba		1	1	Portugal	11	4	15
Czech Republic	4	2	6	Republic of Korea	1	1	2
Denmark	1		1	Republic of Moldova	4		4
East Timor	9	100	109	Romania	5	6	11
Ecuador	11	7	18	Russian Federation	55	30	85
Egypt	19	10	29	Senegal	17	12	29
El Salvador	5	7	12	Sierra Leone	4	17	21
Ethiopia	7	7	14	Slovakia	8	4	12
Finland	6	5	11	Slovenia	3		3
France	5	3	8	Somalia	2		2
Gambia	3	1	4	South Africa	7	9	16
Georgia	6	5	11	Spain	5	1	6
Germany	21	13	34	Sudan		2	2
Ghana	6	5	11	Sweden	1		1
Greece	8	6	14	Switzerland	4		4
Guatemala	6	18	24	Syrian Arab Republic	6	4	10
Guinea		1	1	Tajikistan	5	9	14
Guinea-Bissau		1	1	Thailand	10	3	13
Haiti	4	4	8	The former Yugoslav Republic of Macedonia	21	31	52
Honduras	22	13	35				
Hungary	8	3	11	Tunisia	1		1

17. Field employees by country of nationality and gender, June 2001 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
Turkey	3	7	10	Uzbekistan		1	1
Turkmenistan	2	2	4	Venezuela	1	2	3
Uganda	2	1	3	Viet Nam	32	16	48
Ukraine	13	9	22	Yemen		1	1
United Kingdom of Great Britain and Northern Ireland	5	2	7	Yugoslavia, FR	54	50	104
				Kosovo	145	326	471
				Zambia	2	1	3
United States of America	17	28	45	Zimbabwe	2	1	3
Uruguay	1		1				
				Grand total	**934**	**1 147**	**2 081**

RECRUITMENT AND SELECTION

18. Vacancy notices issued for officials, 1997-2001

Vacancy notices issued	1997	1998	1999	2000	June 2001
Total number of vacancies issued	**35**	**22**	**41**	**79**	**37**
Headquarters positions	18	6	20	31	19
Field positions	17	16	21	48	18
Advertised internally only	**27**	**14**	**37**	**42**	**20**
Headquarters positions	12	1	18	11	8
Field positions	15	13	19	31	12
Advertised internally and externally	**8**	**8**	**4**	**37**	**17**
Headquarters positions	6	5	2	20	11
Field positions	2	3	2	17	6

19. Officials appointed through vacancy notices, 1997-2001

	1997	1998	1999	2000	June 2001
Vacancies filled internally	**28**	**17**	**31**	**40**	**19**
Headquarters	12	3	17	10	9
Field	16	14	14	30	10
Vacancies filled externally	**4**	**3**	**5**	**25**	**11**
Headquarters	4	2	4	15	7
Field	-	1	1	10	4
Cancelled/reissued	**3**	**2**	**7**	**16**	**5**
Pending					3
Total	**35**	**22**	**43**[3]	**81**[3]	**38**[3]

20. Officials appointed through vacancy notices by gender, 1997-2001

	1997	1998	1999	2000	June 2001
Officials appointed in Headquarters	**15**	**5**	**21**	**25**	**16**
Of which women	8	2	7	14	8
Officials appointed in the Field	**17**	**15**	**15**	**40**	**14**
Of which women	2	5	1	12	5
Total number of officials appointed	**32**	**20**	**36**	**65**	**30**
Of which women recruited externally		1	3	14	5
Of which former general service staff	3	3	4	7	5
Of which women	2	1	1	3	2
Percentage of women appointed	**31.3%**	**35.0%**	**22.2%**	**40.0%**	**43.3%**

21. Mobility of internal staff, 1997-2001

	1997	1998	1999	2000	June 2001
From Headquarters to the Field	6	5	2	1	-
From the Field to Headquarters	6	1	3	5	5
From the Field to the Field	10	8	9	24	5
Reassignment within same duty station	6	3	17	10	9
Total	**28**	**17**	**31**	**40**	**19**[4]

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[3]   The total number of officials is different from the total number of vacancies issued because some vacancies were issued for more than one position or may have been filled by more than one official on a part-time basis.

[4]   From October 2000 to October 2001, a total of 22 officials were appointed or transferred within grade without a vacancy notice: six in accordance with the Director General's prerogative, two for assignment to emergencies, six at the staff member's request, seven to cover regular operational or administrative needs, and one staff member whose budget line was transferred to the Field.

22. Officials appointed by country of nationality, 1997-2001

Nationality	1997	1998	1999	2000	June 2001
Afghanistan [5]		1		1	
Algeria				1	
Argentina	1	1		1	1
Australia	2			2	1
Austria	1			1	
Bangladesh					1
Belgium			1		1
Canada			2	4	
Chile		1	1		
Costa Rica	1		1	2	1
Croatia			1	1	
Egypt				1	
Eritrea [6]			1		
Finland				1	
France	2	4		6	2
Germany	1	1	4	4	2
Greece			1		
Haiti		1	1		
India [5]			1		
Iran (Islamic Republic of) [5]	1			1	
Ireland [5]		1			
Israel				1	
Italy	2	1	2	5	3
Japan	1				1
Jordan				1	
Kenya				1	
Mozambique [5]		1			1
Netherlands	3	1	1		
New Zealand [5]			1		1
Nicaragua		1			
Norway			1		
Pakistan				2	
Panama		1			
Peru					1
Philippines		1	1	1	2
Portugal	2		1		
Romania			1		
Russian Federation [5]			1		
Spain [5]				1	
Sri Lanka				1	
Sweden	1		1	2	
Switzerland	1		3	4	
Ukraine [5]				1	

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[5] Observer State
[6] Non-Member State

22. Officials appointed by country of nationality, 1997-2001 (cont.)

Nationality	1997	1998	1999	2000	June 2001
United Kingdom of Great Britain and Northern Ireland	2	2	2	2	3
United Republic of Tanzania				1	
United States of America	8	2	5	13	9
Uruguay	3		2	1	
Yugoslavia, FR [5]				2	
Total	**32**	**20**	**36**	**65**	**30**
Number of nationalities	16	15	23	29	15

ALTERNATIVE STAFFING RESOURCES

23. Associate Experts by nationality, June 2001

	1996	1997	1998	1999	2000	2001
Austria		1				
Belgium						1
Denmark	1	1	2	2	2	2
Finland			1	1		
Germany	1	3	1	1		
Italy	1	1	1	2	3	3
Japan	1	2	2	3	3	2
Morocco						1
Netherlands	3	4	5	4	3	3
Republic of Korea				1	1	1
Sweden	1	1	1	6	6	6
United States of America	1		1	2	1	1
Total	9	13	14	22	19	20[7]

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5 Observer State

7 Certain Associate Experts will take up their duties in the near future.

OTHER CATEGORIES

### 24. Interns by gender and duty station, January–June 2001

| Duty station	Women	Men	Total
Headquarters	**13**	**1**	**14**
Director General's Office	4	1	5
Budget	1		1
External Relations	1		1
Migration Health Services	2		2
Migration Management Services	2		2
Research and Publications	1		1
Forced Labour Compensation Programme, Germany	2		2
Field	**21**	**6**	**27**
Bern	2		2
Brussels	4	2	6
Cairo	1		1
Helsinki	1		1
London		1	1
Nairobi	1		1
Phnom Penh	2		2
Rome	4	1	5
Sarajevo	4	2	6
Washington, D.C.	1		1
Zagreb	1		1
TOTAL	**34**	**7**	**41**

STAFF DEVELOPMENT AND TRAINING (SDT)

25. Staff development and training activities, 1998-2001

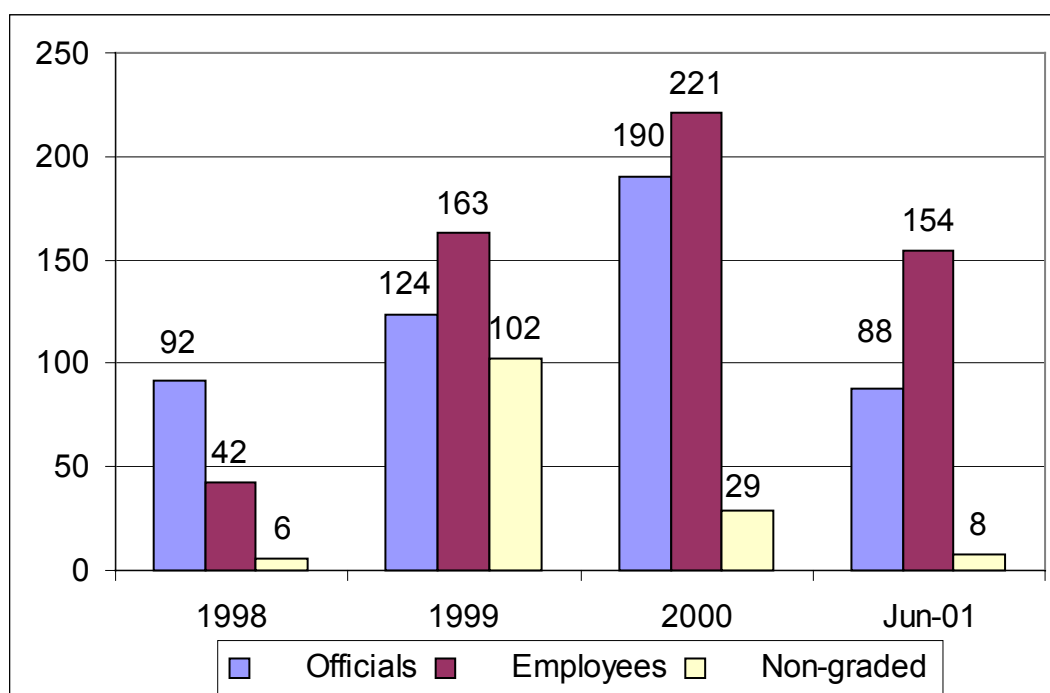|	1998	1999	2000	June 2001
Activities organized or financed by SDT	31	62	80	41
Total staff members	1 367	1 836	2 466	2 611
Staff members trained	140	389	440	250

26. Staff trained by gender, 1998-June 2001
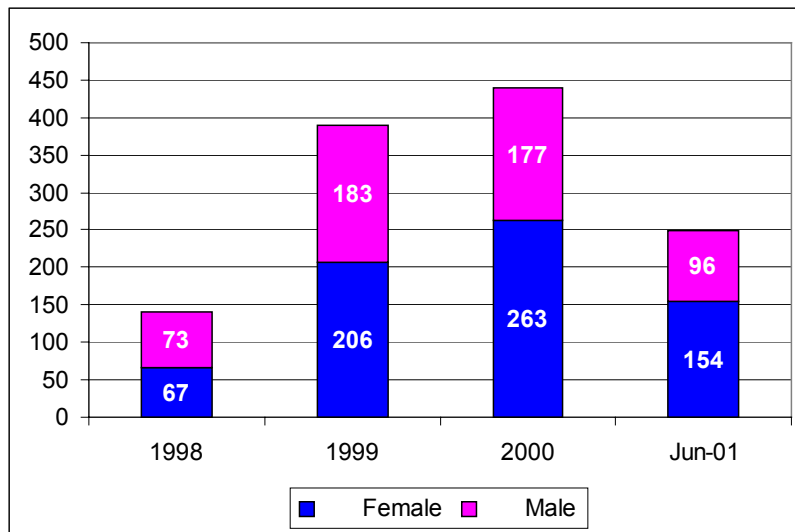
27. Staff trained by location, 1998-June 2001
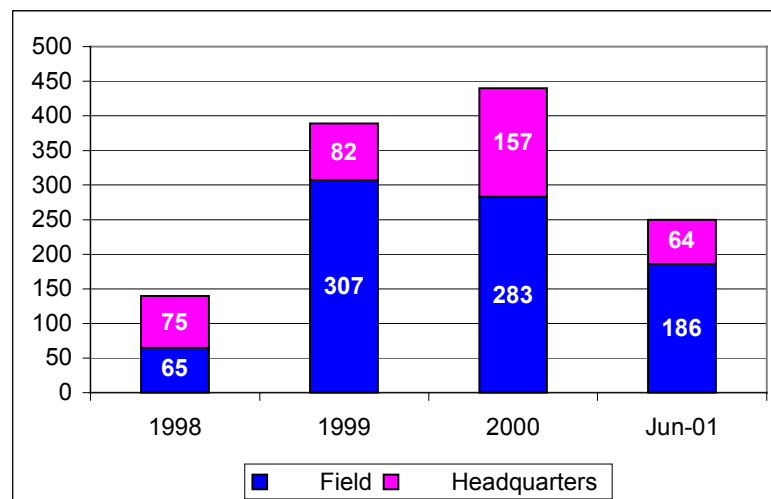
28. Staff trained by category, 1998-June 2001

29. Staff trained by areas of training and development activity

Main Areas	2000	% of total trained	June 2001	% of total trained
Administration and Management	36	8	37	15
Capacity-Building	23	5	0	-
Chiefs of Mission	30	7	0	-
Gender and Human Rights	16	4	0	-
Information Technology	22	5	19	8
Language Courses	71	16	26	10
Migration Health	18	4	9	4
Migration and Emergency Management	35	8	20	8
Movement Management	18	4	11	4
Others (Induction, Strategic Planning, and Security)	49	11	79	31
Report Writing and Computer Layout Skills	62	14	29	12
Stress Management	60	14	20	8
TOTAL	**440**	**100**	**250**	**100**