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HUNDREDTH SESSION

REPORT ON HUMAN RESOURCES MANAGEMENT

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REPORT ON HUMAN RESOURCES MANAGEMENT

I. INTRODUCTION

1. The Human Resources Management Division engaged in a range of activities during the period under review, in response to various structural and operational challenges in the Organization. Some of these activities involved organization-wide reforms, the creation of the new Regional Offices and the development of new Staff Rules and policies aimed at achieving greater organizational effectiveness. Highlights for the period include:

(a) the development of a new and robust Staff Evaluation System, an IT-based tool hosted in the PRISM platform that replaces the current IOM Performance Development System. The new system is underpinned by a competency framework and supplemented with a logical organization-wide job architecture, all designed to enhance the culture of performance management at IOM;

(b) effective management of the transition of staff from the previous Missions with Regional Functions to the eight new Regional Offices during the implementation of the IOM Field structural reform; in addition, the Staff Development and Learning Unit helped develop the new IOM Project Handbook and run pilot tests of its associated training modules;

(c) the preparation of a comprehensive staff survey geared towards the formulation of a human resources strategy to be launched in 2012, an important step towards articulating a road map for a clear and responsive human resources landscape at IOM;

(d) finalization of the unified Staff Rules to accompany the unified Staff Regulations, which have already been approved by the Council;

(e) the redrafting of the policy on a respectful working environment and the preparation of a complementary quick reference guide to facilitate the process by which staff members report irregular practices and misconduct.

II. IOM STAFFING

Vacancies and placements

2. In the period under review, the Organization's staff strength increased by 6.2 per cent, from 7,699 in the beginning of July 2010 to 8,181 at the end of June 2011. Recruitment activities comprised:

- 84 fixed-term vacancy notices for Officials and 63 Officials recruited or placed through internal (55) and external (8) advertisements between January 2010 and June 2011;
- five vacancy notices for General Service staff at Headquarters and 110 short-term vacancy notices for Officials;
- 250 direct recruitment process requests (mainly for the crises in the Middle East and North Africa, Haiti, Pakistan and Sudan).

Associate Experts

3. During the reporting period, four new Associate Experts, funded by the Governments of Germany, Italy, Japan and Norway, joined IOM, bringing the total number to 22 (as of 30 June 2011). Ten Associate Experts were retained as Officials of the Organization at the end of their assignment. Administrative procedures are under way for an additional six such positions to be filled. The ongoing success of the Associate Expert programme lies in its ability to offer an exceptional partnership opportunity for both Member States and the Organization to focus on mutually agreed thematic and geopolitical priorities. At the same time, the programme offers a unique learning experience to the Associate Experts, who gain know-how of migration disciplines. IOM engages regularly with Member States contributing Associate Experts and has held discussions with Australia (AusAID and the Department of Immigration and Citizenship) about it joining the programme.

Strengthening partnerships

4. During the reporting period, the Human Resources Management Division proactively engaged with existing partners and stakeholders and at the same time identified potential new partnerships. Formal partnerships were concluded with the Centre for International Peace Operations (ZIF) in Berlin and are being discussed with RedR Australia and United Nations Volunteers. The Division continues to engage with its traditional partners, including CANADEM, the Swedish International Development Agency, the Norwegian Refugee Council, the Danish Refugee Council and Syni[1]. It has also engaged with a number of universities, making keynote speeches at the London School of Economics, the Australian National University and Geneva University's International Organizations MBA programme.

5. The Division has been actively involved in UN Common System human resource activities, including events organized by the Association for Human Resource Management in International Organizations, the Human Resource Network and the Dual Career and Staff Mobility Programme. It will co-host, in conjunction with the German Ministry of Foreign Affairs, ZIF and Stiftung Mercator, the 8th International Organizations Career Development Roundtable in Berlin in December, which will bring together human resources professionals from over 70 international organizations.

Staff exchanges, secondments and loans

6. During the reporting period, secondments to IOM comprised:

- one Official from the Government of Sweden and another from the Migration Policy Institute;
- 38 staff seconded by the Norwegian Refugee Council and deployed to Afghanistan, Haiti, Namibia, Pakistan, Sudan and Zimbabwe;
- 14 people seconded by Syni to IOM Headquarters;
- 12 people seconded by Syni to Field Offices in Eastern Europe, making for a total of 26 Syni secondments.

[1] Syni is a not-for-profit professional project carried out by Lausanne City Council that offers motivated professionals the possibility to participate in formative international cooperation assignments in Switzerland and abroad.

7. IOM loaned staff members to various United Nations agencies and international organizations, including the Global Forum on Migration and Development, the International Labour Organization, the World Health Organization, the World Intellectual Property Organization, the United Nations Office for Project Services, the United Nations Development Programme, the Office for the Coordination of Humanitarian Affairs and the Government of Switzerland.

Internship Programme

8. The IOM Internship Programme continues to flourish in the form of partnership agreements with universities worldwide. During the reporting period, IOM hosted 202 interns globally, 74 at Headquarters and 128 in Field Offices. The Programme provides interns with an opportunity to learn about the work of IOM through practical experience, while at the same time providing valuable support for IOM's migration activities.

Staff rotation

9. The 2010 rotation list comprised 97 staff members, including those who had been deferred from the 2009 cycle. A total of 46 staff members from the 2010 rotation took up their new functions over the course of 2011. This includes 37 staff eligible for rotation in 2010, six rotated as a result of the Field structural reform and three "emergency rotations". Rotations deferred from 2010 will be carried forward to the next cycle.

III. EFFECTIVE HUMAN RESOURCES SERVICE DELIVERY

10. Manila Human Resources Operations is responsible for the transactional aspects of human resources service delivery. During the reporting period, it introduced benchmarks for various aspects of service delivery, with inquiries routinely resolved within 24 hours, and continued to cross-train staff, making for a more responsive organizational unit. It continues regularly to analyse data and check their accuracy by means of a cross-cutting validation method.

Policy and services

11. Following the Council's approval of the revised Staff Regulations, the Human Resources Management Division worked extensively on the revision of the Staff Rules. Its final version of the proposed unified Staff Rules, covering all categories of IOM staff, is now being validated by the Office of Legal Affairs and the Staff Association Committee prior to its approval by the Director General.

12. During the reporting period, various policies were formulated and revised to strengthen IOM's human resources landscape, including:

- the policy on short-term assignments
- the policy and guidelines on the new Staff Evaluation System
- the revised policy on the administration of sick leave
- the revised policy on a respectful working environment
- the revised policy on internships at IOM.

Change management

13. In addition to lending substantial support to the IOM Field structural reform and the change in the Organization's culture required for the introduction of the Staff Evaluation System, the Human Resources Management Division played a part in several significant change management processes and initiatives. Highlights included support missions to South Africa, the Netherlands, Kenya, the Russian Federation, Jordan (for the Iraq Field Office), Haiti, the United States of America, Italy and the United Kingdom of Great Britain and Northern Ireland.

Health insurance, duty of care and the administration of justice

14. Health insurance coverage (the Medical Service Plan) continues to be extended to IOM Field Offices. During the reporting period, five additional offices were enrolled. As a result, 6,378 participants (staff members and eligible dependents) in a total of 120 Field Offices are now covered.

15. During the period under review, health insurance-related policies were revised to reflect the latest changes in insurance benefits and to improve and facilitate understanding of the insurance landscape. An insurance website was developed to allow staff members easy access to all insurance documents and policies, and a brochure on the Medical Service Plan was produced in IOM's three official languages to provide practical guidance to staff on health claims. An anti-fraud medical policy and internal control check-list were formulated, to guide the staff members concerned in the prevention and detection of fraud relating to the various medical insurance policies and the submission of medical claims.

16. Agreements were concluded with additional hospitals in Jordan and Panama to facilitate admission procedures and improve the cost-effectiveness of health services.

17. The Human Resources Management Division has initiated weekly meetings with the Office of Legal Affairs, in close coordination with the Ombudsperson, in an endeavour to deal with staff grievances before they get to the formal appeal stage. It also enjoys a very productive and collaborative partnership with the Staff Association Committee in this regard, with open lines of communication and regular joint Administration/Committee meetings.

18. As part of the move to strengthen accountability mechanisms at IOM, the Staff Development and Learning Unit introduced a new programme designed to bolster the ability of IOM Regional Resource Managers, Human Resources Officers and Chiefs of Mission to run effective investigations and produce thorough reports, so as to facilitate the decision-making process in situations of wrongdoing.

19. In the 12 months to 30 June 2011, the Joint Administrative Review Board received six appeals. Four complaints were filed with the ILO Administrative Tribunal.

Gender and diversity

20. IOM's goal is to achieve gender parity in the Professional categories, which have averaged over 40 per cent women employees in the past five years. Although this goal has yet to be met, the statistical data indicate that it is achievable despite the large number of posts in hardship locations. In fact, parity has almost been achieved in the lower-level Professional

grades, and even been far exceeded for Associate Experts, but the number of female staff in senior management positions (P5 and above) still needs greater attention.

21. In all, 120 of 132 Member States are represented among IOM staff. The nationality spread is narrower, however, for Professional staff, with only 93 Member States represented. In an effort to achieve representation from all countries, all vacancy notices that are open to internal candidates are also open to external candidates from non-represented Member States. The number of Member States not represented among IOM staff decreased from 10 per cent in 2007 to 9 per cent in 2011.

Staff development and learning

22. In the first half of 2011, the Human Resources Management Division actively supported the preparations for the Field structural review implementation, working closely with the Project Endorsement Working Group to validate the training package and methodology.

23. The development of the new Staff Evaluation System was a priority for both the Division and the Information Technology and Communications Division, with the Staff Development and Learning Unit taking the lead in product development.

24. The Division led two regional training sessions designed to augment human resources management capacity and understanding among human resource staff in Country Offices. The sessions were held in Latvia (for the Baltic region) and Panama (for the Americas).

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IOM STAFF COMPOSITION[1]

Figure 1: IOM Field Offices, 2007–June 2011

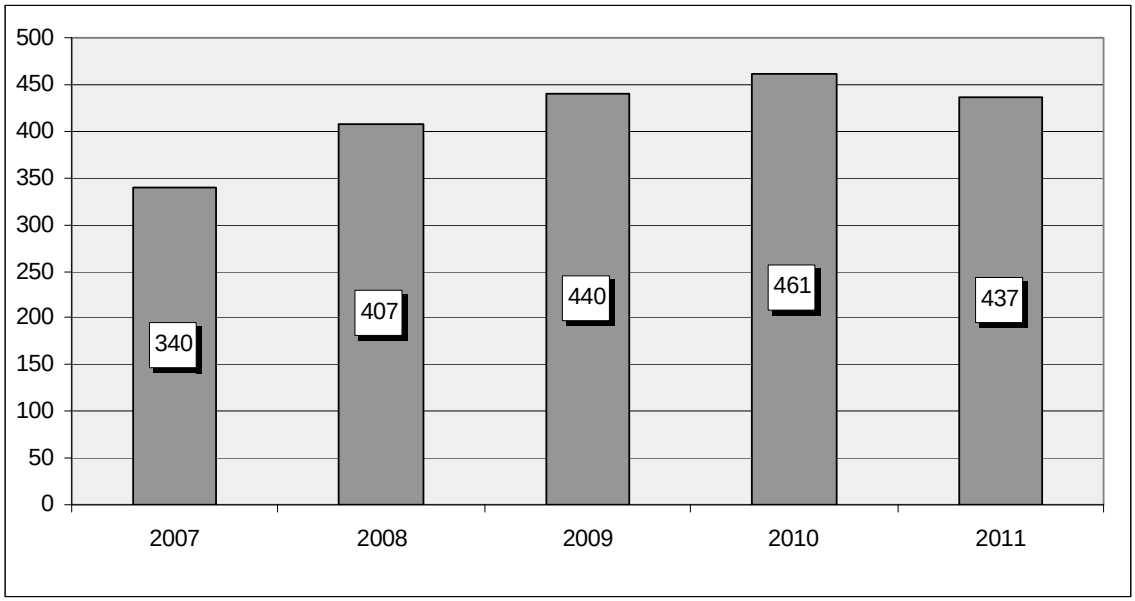
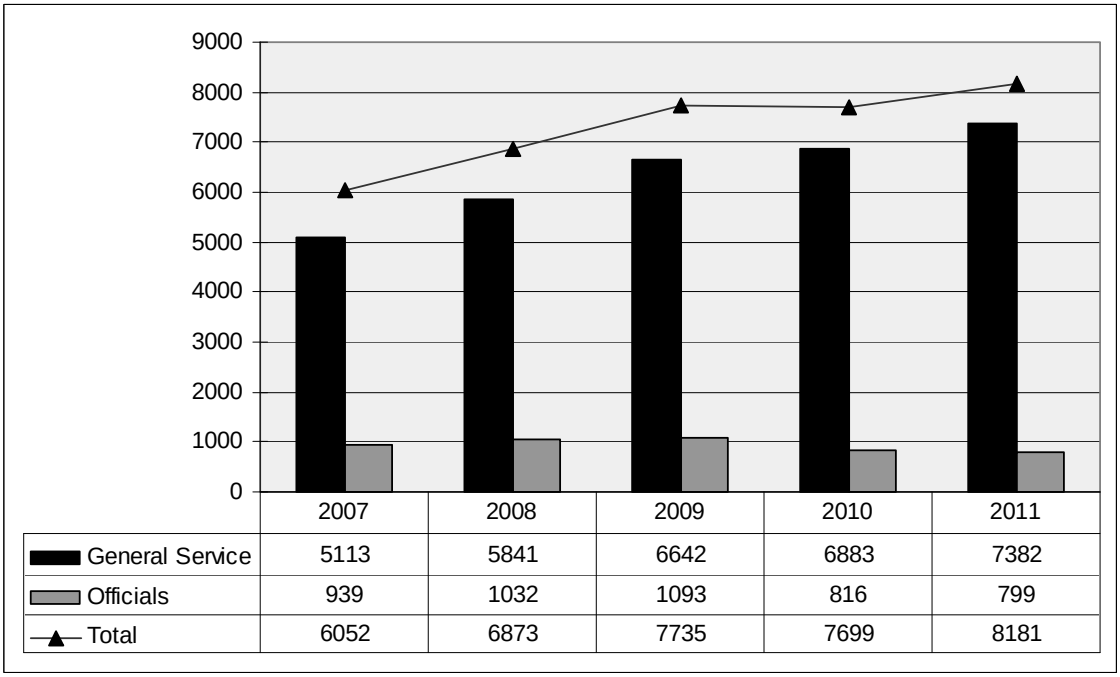


Figure 2: IOM staffing trends,[2] 2007–June 2011



	2007	2008	2009	2010	2011
General Service	5113	5841	6642	6883	7382
Officials	939	1032	1093	816	799
Total	6052	6873	7735	7699	8181

* As of 2010, National Officers have been included in the General Service category.

1 IOM staff statistics have been revised in order to group categories of staff with similar responsibilities.
2 Including staff members holding short-term contracts.

Figure 3: IOM staff by category, location and gender, June 2011

Category		Headquarters		Field		Total
		F	M	F	M	
Officials (799)	Officials[3]	58	52	226	353	**689**
	Officials, short-term (ST)	11	2	30	45	**88**
	Associate Experts (AE)	4	2	10	6	**22**
Subtotal		**73**	**56**	**266**	**404**	**799**
General Service (7 382)	National Officers	0	0	155	198	**353**
	General Service	54	23	2 634	2 835	**5 546**
	General Service, short-term	0	3	574	906	**1 483**
Subtotal		**54**	**26**	**3 363**	**3 939**	**7 382**
TOTAL		**127**	**82**	**3 629**	**4 343**	**8 181**

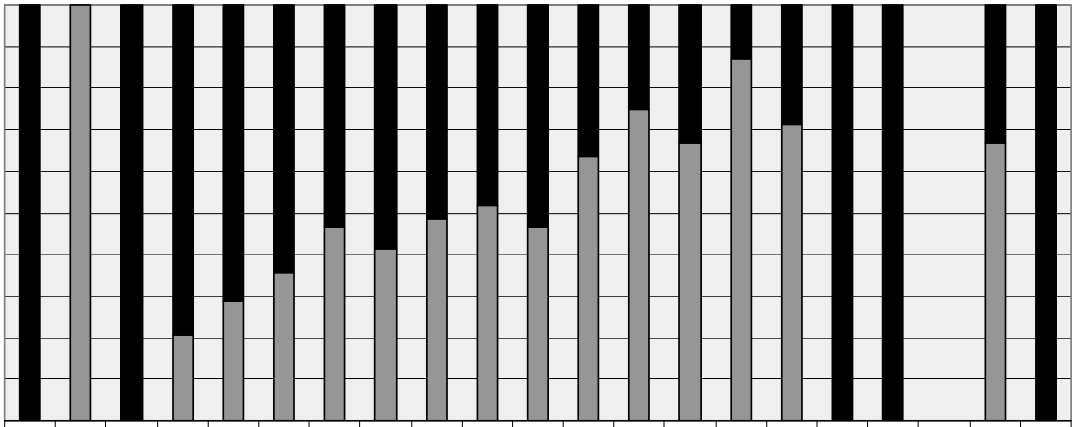
Figure 4: Officials – Distribution by gender and category/grade, 2007–June 2011

Category/grade		June 2007		June 2008		June 2009		June 2010		June 2011	
		M	F	M	F	M	F	M	F	M	F
D2 and above*										< 1%	< 1%
P5 -D1		13%	5%	12%	5%	11%	4%	13%	6%	15%	7%
P3–P4		36%	33%	35%	27%	34%	28%	46%	42%	43%	43%
P1–P2		14%	16%	12%	18%	15%	20%	21%	24%	21%	22%
PU		3%	4%	2%	4%	3%	5%	6%	8%	8%	12%
Short-term officials		10%	13%	12%	14%	9%	10%	12%	15%	10%	12%
Associate Experts		0%	3%	1%	2%	1%	3%	2%	4%	2%	4%
National Officers		24%	26%	27%	29%	27%	31%	*	*	*	*
Total	**Gender**	**532**	**407**	**587**	**445**	**624**	**469**	**470**	**346**	**460**	**339**
	Gender (%)	57%	43%	57%	43%	57%	43%	58%	42%	58%	42%
Total officials		**939**		**1 032**		**1 093**		**816**		**799**	

* This category includes the Director General and Deputy Director General as of 2011.

[3] Consultants, interns and staff on special leave without pay are excluded.

Figure 5: All Officials and Headquarters General Service staff – Distribution by gender and category/grade, June 2011



	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	OFF ST	AE	G7	G6	G5	G4	G3	G2	G1	UG	GS ST
■ Male	1		1	27	42	86	112	82	16	38	47	8	2	8	3	4	3	2		1	3
▨ Female		1		7	17	48	97	58	15	41	41	14	6	16	20	10				2	

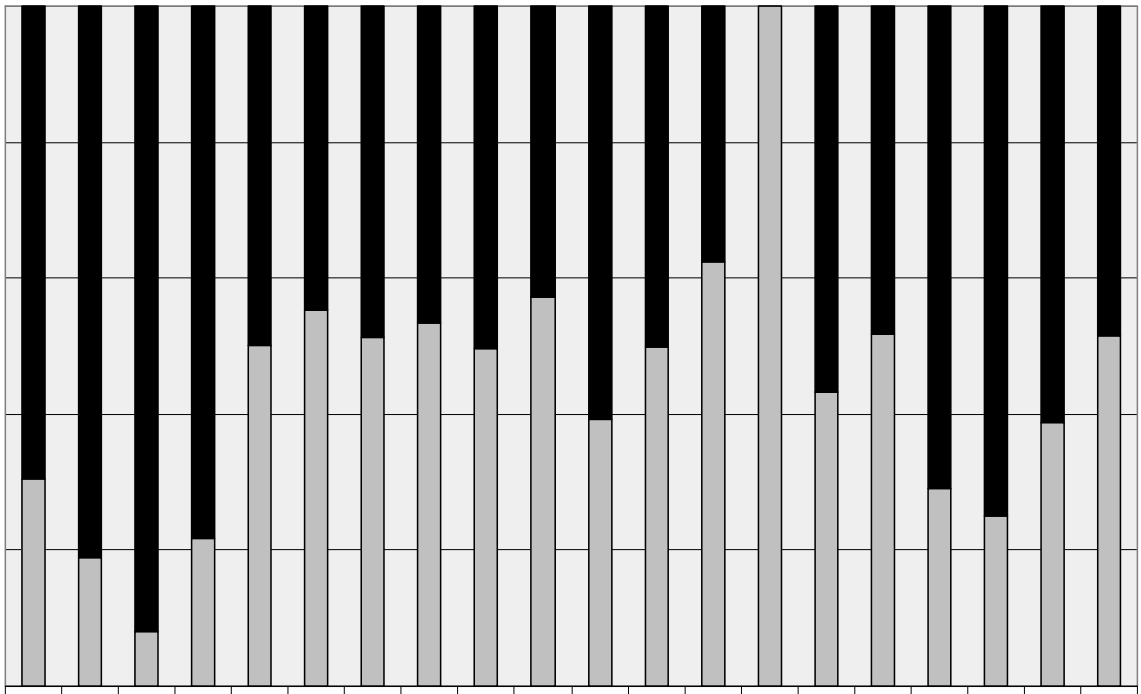
OFF ST: Officials, short-term. GS ST: General Service, short-term.

Figure 6: Headquarters General Service staff[4] – Distribution by country of nationality and gender, June 2011

Country of nationality	Gender		Total
	F	M	
Albania		1	1
Barbados		1	1
Belarus		1	1
Bosnia and Herzegovina	1		1
Bulgaria	1		1
Canada	1		1
Colombia	1		1
Congo		1	1
Ethiopia		1	1
France	16	6	22
Germany		1	1
Ghana	1		1
Indonesia	1		1
Italy	3	1	4
Mexico	1		1
Netherlands	1		1
Peru		1	1
Philippines	1		1
Portugal		1	1
Romania		1	1
Spain	1		1
Sri Lanka		2	2
Switzerland	14	4	18
The former Yugoslav Republic of Macedonia	1	2	3
United Kingdom	6	1	7
United Republic of Tanzania	2		2
Uganda		1	1
Uruguay	2		2
Grand Total	**54**	**26**	**80**

[4] Including short-term employees.

**Figure 7: General Service staff in the Field –
Distribution by category/grade and gender, June 2011**



	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	ST	UG
■ Male	202	77	46	264	282	454	376	168	87	3	17	2	3		128	41	22	3	906	858
▨ Female	89	18	4	73	283	561	397	193	86	4	11	2	5	1	98	44	9	1	574	910

Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2011

Country of nationality	Category/grade												Total	Gender breakdown	
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE		F	M
Member States															
Afghanistan							1	2					**3**		3
Albania						1							**1**	1	
Algeria						1							**1**		1
Angola													**0**		
Argentina						1	1						**2**	1	1
Armenia													**0**		
Australia				1	4	3	10	4	1	6	2		**31**	8	23
Austria			1			2	5			1	1	1	**11**	5	6
Azerbaijan						1							**1**		1
Bahamas													**0**		
Bangladesh				1	1	1		1					**4**	1	3
Belarus							1	1					**2**		2
Belgium					3	2	1	3	1	1	1	2	**14**	8	6
Belize													**0**		
Benin													**0**		
Bolivia (Plurinational State of)					1		1						**2**		2
Bosnia and Herzegovina						2	3						**5**	3	2
Botswana											1		**1**		1
Brazil								1		1	1		**3**	1	2
Bulgaria						1							**1**	1	
Burkina Faso								1					**1**		1
Burundi										1			**1**	1	
Cambodia													**0**		
Cameroon													**0**		
Canada					5	3	5	4	3	1	8		**29**	11	18
Cape Verde													**0**		
Central African Republic										1			**1**		1
Chile				1									**1**		1
Colombia								3		3	5		**11**	6	5
Congo													**0**		
Costa Rica		1			2	2	4	1		1	1		**12**	2	10
Côte d'Ivoire						2		1	1				**4**	1	3
Croatia					1	2	1		1	1			**6**	4	2
Cyprus													**0**		
Czech Republic													**0**		
Democratic Republic of the Congo							1			1			**2**		2
Denmark						2	1					1	**4**	2	2
Dominican Republic													**0**		
Ecuador						1					1		**2**	1	1
Egypt				1		1	1	3	5		1		**12**	5	7
El Salvador													**0**		
Estonia							1						**1**	1	
Finland							1					1	**2**	1	1
France					6	6	9	6		7	11	1	**46**	20	26
Gabon													**0**		
Gambia													**0**		
Georgia						1	2				1		**4**		4
Germany				5	2	6	8	5	1	3	2	4	**36**	19	17
Ghana					2	1		4					**7**	1	6
Greece						1							**1**	1	
Guatemala											1		**1**		1
Guinea										1			**1**	1	

Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2011 (continued)

Country of nationality	Category/grade												Total	Gender breakdown	
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE		F	M
Member States (continued)															
Guinea-Bissau													**0**		
Haiti							2						**2**	1	1
Honduras													**0**		
Hungary				1		1							**2**	2	
India				1	2	2	3	1	1		1		**11**	6	5
Iran (Islamic Republic of)					1	1							**2**	1	1
Ireland						1	2	1		1	1		**6**	2	4
Israel						1							**1**	1	
Italy				4	4	13	7	8		4	7	3	**50**	20	30
Jamaica													**0**		
Japan					1	1	5	7			2	4	**20**	12	8
Jordan						2	5	3	6	1			**17**		17
Kazakhstan						1							**1**		1
Kenya				1	2	1	11	7		1	1		**24**	11	13
Kyrgyzstan										1			**1**		1
Latvia							1						**1**	1	
Liberia							1	1					**2**		2
Libya													**0**		
Lithuania													**0**		
Lesotho													**0**		
Luxembourg													**0**		
Madagascar													**0**		
Mali							1						**1**		1
Malta													**0**		
Mauritania													**0**		
Mauritius							1			1			**2**	2	
Mexico								1					**1**	1	
Mongolia													**0**		
Montenegro								1					**1**		1
Morocco													**0**		
Namibia													**0**		
Nepal									1				**1**	1	
Netherlands					1	3	1	1		2	2		**10**	4	6
New Zealand				2			1						**3**		3
Nicaragua						1	1		1				**3**		3
Niger													**0**		
Nigeria													**0**		
Norway				1		1	2		1			1	**6**	3	3
Pakistan						1	1	1		2			**5**	2	3
Panama					1		1	1					**3**	1	2
Paraguay													**0**		
Peru					1		1	1					**3**	1	2
Philippines					3	1	13	9	1	2			**29**	15	14
Poland							1	1					**2**	1	1
Portugal						1	4	2					**7**	1	6
Republic of Korea						1							**1**	1	
Republic of Moldova							1						**1**	1	
Romania					1	3	1	2			2		**9**	7	2
Rwanda										1			**1**		1
Senegal							1	2					**3**	1	2
Serbia						5	8	1					**14**	4	10
Sierra Leone						1		2		1			**4**	1	3

Figure 8: Officials – Distribution by country of nationality, category/grade and gender, June 2011 (continued)

Country of nationality	Category/grade												Total	Gender breakdown	
	E1	E2	D2	D1	P5	P4	P3	P2	P1	UG	ST	AE		F	M
Member States (continued)															
Slovakia								1			1		**2**	1	1
Slovenia													**0**		
Somalia													**0**		
South Africa				1			2	1			2		**6**	3	3
Spain						1		2		3	2		**8**	7	1
Sri Lanka							1	2					**3**		3
Sudan				1			1		1		2		**5**	2	3
Swaziland													**0**		
Sweden						2	5			1	1	3	**12**	8	4
Switzerland				2	4	3	3				4		**16**	8	8
Tajikistan							2		1				**3**	1	2
Thailand						1	3	3		1			**8**	6	2
Timor-Leste													**0**		
Togo													**0**		
Trinidad and Tobago													**0**		
Tunisia													**0**		
Turkey							1			1			**2**		2
Uganda						1				2			**3**	1	2
Ukraine							2	1					**3**	2	1
United Kingdom				1	3	11	10	4	2	4	7		**42**	21	21
United Republic of Tanzania							1						**1**		1
United States of America	1			6	6	22	21	21	3	10	9		**99**	41	58
Uruguay				3	2		2			1	1		**9**	2	7
Venezuela (Bolivarian Republic of)										1	1		**2**	1	1
Viet Nam							1						**1**	1	
Yemen													**0**		
Zambia										1			**1**	1	
Zimbabwe							1					1	**2**	1	1
Non-Member States															
Bhutan											**1**		**1**		**1**
Chad								1					**1**	1	
China, including Hong Kong Special Administrative Region						1							**1**		1
Eritrea							1						**1**		1
Ethiopia							3	1			1		**5**	2	3
Indonesia							4	4		1	1		**10**	5	5
Iraq							2			2			**4**	2	2
Lebanon						1		1		1	1		**4**	2	2
Malaysia							1	1					**2**		2
Mozambique				1		2					1		**4**	1	3
Myanmar										4			**4**	3	1
Russian Federation						3	2	3					**8**	3	5
The former Yugoslav Republic of Macedonia						1	5	1					**7**	1	6
Turkmenistan							2						**2**	2	
Total	1	1	1	34	59	134	209	140	31	79	88	22	**799**	**339**	**460**

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2011

Country of nationality	Category/grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																							
Afghanistan		2	13	5	2	25	23	15	9						6	3			80	36	**219**	21	198
Albania	2				2	3	1	2							1		1		1		**13**	9	4
Algeria																					**0**	0	0
Angola																			18	3	**21**	6	15
Argentina	1			2	4	7	2	2											3	6	**27**	22	5
Armenia						3	4	1							1	2			10	1	**22**	12	10
Australia					1	11	13	3							1						**29**	19	10
Austria					9	7	5	3	1							2			2		**29**	21	8
Azerbaijan				1	2	1	3	1											5	5	**18**	10	8
Bahamas																					**0**	0	0
Bangladesh	4			3	22	14	10	2	3						13	2			6	4	**83**	31	52
Belarus				2	3	7	2	2							1						**17**	11	6
Belgium				1	4	25	14	6	2						1					8	**61**	36	25
Belize																					**0**	0	0
Benin																					**0**	0	0
Bolivia																			11	4	**15**	8	7
Bosnia and Herzegovina						7	3	3											3	8	**24**	15	9
Botswana																					**0**	0	0
Brazil																					**0**	0	0
Bulgaria					1		1												2		**4**	2	2
Burkina Faso																				1	**1**		1
Burundi						1									1					1	**3**	1	2
Cambodia		5	1	4	5		2	3	1						1				5	1	**28**	14	14
Cameroon					1		1												2		**4**	2	2
Canada																			3		**3**	2	1
Cape Verde																					**0**	0	0
Central African Republic																					**0**	0	0
Chile					3	2			1										2	2	**10**	9	1
Colombia	18			27	36	22	45	16	4						25	10	5		513	20	**741**	503	238
Congo																			6		**6**	3	3
Costa Rica				2		2	1	2							2				14	6	**29**	18	11
Cote d'Ivoire			1			2	1	1												17	**22**	6	16
Croatia																			1		**1**	0	1
Cyprus																					**0**	0	0
Czech Republic						2										1			1	2	**6**	3	3
Democratic Republic of the Congo		5		1	1	3			1							1			60	68	**140**	25	115
Denmark																			1		**1**	1	0
Dominican Republic	1				1				1										8	2	**13**	8	5
Ecuador	17			6	3	12	2	3	6							2			5		**56**	25	31
Egypt				1	5	9	3	5	2						2				11	10	**48**	22	26
El Salvador		5	2			1	1	1	1										5	5	**21**	13	8
Estonia									1						1				1	1	**4**	4	0
Finland						2	7	3	2						1	1			4	1	**21**	11	10
France																			10	2	**12**	11	1
Gabon																			1		**1**	1	0
Gambia						1	1														**2**	1	1
Georgia	5				5	2	4	1	3						1	2			33	9	**65**	42	23
Germany					10	6	7		1										3	1	**28**	16	12
Ghana	3			5	1	6	11	8	1						3	2					**40**	19	21
Greece	5			1		1	2	1	1									1	1	4	**17**	10	7
Guatemala		4		4		1	3	1											1	13	**27**	10	17
Guinea	4			2	1	8	3		1						1					5	**25**	7	18
Guinea-Bissau															1						**1**	1	0
Haiti	9			9	8	16	4	9	2						4	2	1		96	311	**471**	118	353
Honduras	2			2		4	1	2											1		**12**	7	5
Hungary	1				2	1	4	2											2	2	**14**	7	7
India					3		2	3											1	2	**11**	4	7
Iran (Islamic Republic of)					2	3	1		2						2		1		2		**13**	5	8

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2011 (continued)

Country of nationality	Category/grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																							
Ireland	1				2	1	1	1								1					**7**	5	2
Israel																					**0**	0	0
Italy	2			1	6	8	3	6	2	1					2				4	5	**40**	25	15
Jamaica																			2	2	**4**	4	0
Japan					1	3	5	1								1			6		**17**	14	3
Jordan	39			13	20	73	36	25	8						8		1		17	39	**279**	155	124
Kazakhstan	3					1	3	1	2						3	1		1	3	2	**20**	12	8
Kenya	31			31	14	46	52	12	6						13	1	2		23	81	**312**	137	175
Kyrgyzstan	3			2	1	2	2		2							1			2	2	**17**	7	10
Latvia								1	1								1				**3**	2	1
Lesotho																				1	**1**	1	0
Liberia							1												5	9	**15**	6	9
Libya				2	1	4			1							1			7	2	**18**	8	10
Lithuania							5	3	1						1		1		2	2	**15**	13	2
Luxembourg																					**0**	0	0
Madagascar																					**0**	0	0
Mali							1													1	**2**	1	1
Malta																			6	4	**10**	5	5
Mauritania								2							1				1		**4**	0	4
Mauritius					1														1	1	**3**	3	0
Mexico							3												10	9	**22**	12	10
Mongolia															1					1	**2**	2	0
Montenegro						4	2												1		**7**	6	1
Morocco																			6	9	**15**	7	8
Namibia																					**0**	0	0
Nepal	18			36	47	97	50	7	3						10	1			76	21	**366**	149	217
Netherlands					1		4	3	9	5	28	4	8	1						2	**65**	38	27
New Zealand																					**0**	0	0
Nicaragua																			5	4	**9**	7	2
Niger				1			2													3	**6**	1	5
Nigeria	3				1	3	3									3			3	2	**18**	7	11
Norway					13	6	3	1											12	7	**42**	25	17
Pakistan		16		13	57	18	9	2	3						7	5	3	1	6	93	**233**	63	170
Panama				1		13	3	1							2		2		2	8	**32**	17	15
Paraguay																				2	**2**	1	1
Peru	1				1											1	1		36	7	**47**	20	27
Philippines	4			8	11	70	44	23	11						20	5	1		4	21	**222**	142	80
Poland					6	9	2	1								2	1		1	5	**27**	21	6
Portugal				1	2		2	2											1		**8**	5	3
Republic of Korea																				5	**5**	5	0
Republic of Moldova					4	2	9	6	2						6	1			38	9	**77**	49	28
Romania	2				4	1	3	1								1				2	**14**	9	5
Rwanda				1		1									1					7	**10**	2	8
Senegal	1			3	4	3	7	4	1							1			3		**27**	13	14
Serbia	3			4	7	16	7	6	2						4				10	13	**72**	31	41
Sierra Leone	1			1	1	2	1	3											3	2	**14**	2	12
Slovakia				1	4	10	5								1				2	11	**34**	24	10
Slovenia						1															**1**	0	1
Somalia															1				22	8	**31**	7	24
South Africa	1			5	1	11	3	5	4						3	5	1		3	1	**43**	28	15
Spain								1								1	1		4	1	**8**	7	1
Sri Lanka		3	15	10	7	23	24	6	4						4			1	10	7	**114**	29	85
Sudan	34			50	36	24	30	14	8						14	3	2		52	60	**327**	45	282
Swaziland																					**0**	0	0
Sweden																					**0**	0	0
Switzerland																					**0**	0	0
Tajikistan	1			1	1	4	4	5	1						1				15		**33**	13	20

Figure 9: General Service staff in the Field – Distribution by country of nationality, category/grade and gender, June 2011 (continued)

Country of nationality	Category/grade																			Total	Gender breakdown	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	G-9	G-10	G-11	G-13	NO-A	NO-B	NO-C	NO-D	UG	ST		F	M
Member States																							
Thailand		14	16	17	60	42	32	1	3						1	6	1		39	25	**257**	148	109
Timor-Leste	2			2	2	3	6	8							2				9	1	**35**	10	25
Togo																					**0**	0	0
Trinidad and Tobago								1												1	**2**	2	0
Tunisia						1	1		1											10	**13**	6	7
Turkey				1	10	5	2	1	2										11		**32**	22	10
Uganda	10			2	1	9	5	2	2						1	1	1		3	31	**68**	29	39
Ukraine	1			2	3	25	8	7	4						6	1			31	8	**96**	61	35
United Kingdom						11	5	4	1						1	1				1	**24**	15	9
United Republic of Tanzania				5	2	10	3	1							2				2	2	**27**	10	17
United States of America				1	11	17	16	4	8	1									7	2	**67**	36	31
Uruguay					2															1	**3**	3	0
Venezuela (Bolivarian Republic of)																1			5		**6**	3	3
Viet Nam	3			6	15	20	9	6	3						5		1		4	9	**81**	57	24
Yemen				1	1	3	6	3	1						1				2	24	**42**	20	22
Zambia	6			1	1	5									1				2	11	**27**	10	17
Zimbabwe	20			10	8	15	16	8	2						5	4			3	3	**94**	35	59
Non-Member States																							
Chad				3				3	1						1				5	39	**52**	13	39
China, including Hong Kong Special Administrative Region					1	3			1								1		3	2	**11**	7	4
Cuba																			1		**1**	1	
Djibouti					1		1													2	**4**	1	3
Ethiopia	1			5	8	17	28	7							5					45	**116**	42	74
Federated States of Micronesia																			1	1	**2**	1	1
Guyana				1			1	1							1						**4**	2	2
Indonesia	20			8	9	63	55	24	12						7	3	1		21	94	**317**	125	192
Iraq	1			2	14	15	11	12							7	1			84	19	**166**	33	133
Kuwait				1				1	1										1	1	**5**	2	3
Lao People's Democratic Republic																				7	**7**	3	4
Lebanon																			11		**11**	7	4
Malaysia																			1		**1**	1	0
Mozambique							1								1					3	**5**	1	4
Myanmar		4	2		7				1						2	1			172	86	**275**	166	109
Papua New Guinea				1												1			1	4	**7**	4	3
Russian Federation	6				5	34	25	15	8						2				2		**97**	71	26
Saudi Arabia																			1		**1**	0	1
Syrian Arab Republic		37		5	13	41	22	6	4						3		1		3	14	**149**	67	82
The former Yugoslav Republic of Macedonia						2	2		1										3		**8**	6	2
Turkmenistan	1						2	1												1	**5**	3	2
Uzbekistan						1		1											2	1	**5**	3	2
Total	291	95	50	337	565	1 015	773	361	173	7	28	4	8	1	226	85	31	4	1 768	1 480	**7 302**	3 363	3 939

ALTERNATIVE STAFFING RESOURCES

Figure 10: Associate Experts – Distribution by country of nationality, 2007–June 2011[5]

	2007	2008	2009	2010	June 2011
Austria	1	1	1	1	1
Belgium	1	1	2	2	2
Denmark			1	1	1
Finland			1	1	1
France		1	1	1	1
Germany	1	1	2	3	4
Italy	4	5	5	5	3
Japan	2	4	3	4	4
Norway					1
Sweden	1	1	4	4	3
United States of America	2	2			
Zimbabwe				1[6]	1[6]
Total	**12**	**16**	**20**	**23**	**22**

5 Includes Associate Experts present for only part of the year.
6 Funded by the Government of Italy.

Figure 11: Interns – Distribution by duty station and gender, July 2010–June 2011

Duty station	F	M	Total
Headquarters			
Department of International Cooperation and Partnerships	23	5	28
Department of Migration Management	17	3	20
Department of Operations and Emergencies	4		4
Department of Resources Management	5	3	8
Director General's Office	8	2	10
Staff Association Committee	1	1	2
Global Forum on Migration and Development	1	1	2
Headquarters total	**59**	**15**	**74**
Field			
Australia	1		1
Austria	5	2	7
Belgium	5	2	7
Bosnia and Herzegovina	1		1
China	2	1	3
Colombia	4	3	7
Costa Rica	1		1
Croatia		1	1
Czech Republic	1		1
El Salvador	1		1
Estonia	1		1
Ethiopia	3	3	6
Federated States of Micronesia	2	1	3
France		2	2
Germany	3	2	5
Guatemala		1	1
Hungary	2	2	4
Indonesia		1	1
Italy	1		1
Japan	2		2
Jordan	1	3	4
Kenya	5	3	8
Lithuania	2	1	3
Mexico	2		2
Nepal		1	1
Netherlands	1		1
Nicaragua	1		1
Pakistan	1	7	8
Papua New Guinea	1		1
Philippines	4		4
Portugal	1		1
Republic of Korea	2		2
Republic of Moldova	1		1
Russian Federation	1	2	3
Slovakia	3	1	4
South Africa		1	1
Tajikistan	1		1
Thailand	1	4	5
Ukraine	2	1	3
United Republic of Tanzania	1	1	2
United States of America	3	2	5
Uruguay	1		1
Viet Nam		2	2
Yemen	4	2	6
Zambia	1	1	2
Field total	**75**	**53**	**128**
GRAND TOTAL	**134**	**68**	**202**

Figure 12: Secondees – Distribution by duty station and gender, July 2010–June 2011

Duty station	Female	Male	Total
Headquarters (Syni programme)			
Department of International Cooperation and Partnerships	2	1	3
Department of Migration Management		2	2
Department of Operations and Emergencies	1		1
Department of Resources Management	5		5
Director General's Office	2		2
Global Forum on Migration and Development	1		1
Headquarters total	**11**	**3**	**14**
Eastern Europe (Syni programme)	3	9	**12**
Total (Syni programme)	**14**	**12**	**26**

RECRUITMENT AND SELECTION

Figure 13: Vacancy notices issued for Officials, 2007–June 2011

Vacancy notices issued	2007	2008	2009	2010	June 2011
Headquarters positions	16	9	18	11	5
Field positions	90	62	57	35	33
Total number of vacancy notices issued[7]	**106**	**71**	**75**	**46**	**38**
Advertised internally only[8]	**56**	**53**	**55**	**33**	**32**
Headquarters positions	12	7	14	6	4
Field positions	44	46	41	27	28
Advertised internally and externally	**50**	**18**	**20**	**13**	**6**
Headquarters positions	4	2	4	5	1
Field positions	46	16	16	8	5

Figure 14: Officials appointed through vacancy notices, 2007–June 2011

Vacancy notices issued	2007	2008	2009	2010	June 2011
Vacancies filled internally	**46**	**40**	**45**	**34**	**21**
Headquarters positions	11	5	12	6	1
Field positions	35	35	33	28	20
Vacancies filled externally	**40**	**10**	**18**	**6**	**2**
Headquarters positions	3	1	4	4	0
Field positions	37	9	14	2	2
Total[9]	**86**	**50**	**63**	**40**	**23**

[7] From January 2010 to June 2011, IOM issued 84 vacancy notices (46 + 38).

[8] Since January 2008, vacancy notices advertised internally have also been open to external candidates from non-represented Member States.

[9] From January 2010 to June 2011, IOM processed a total of 63 staff members appointed through vacancy notices.

Figure 15: Officials appointed through vacancy notices – Distribution by country of nationality, 2007–June 2011

Country of nationality	2007	2008	2009	2010	June 2011
Afghanistan			1		
Albania				1	
Algeria					1
Argentina					
Australia	7	3	3	2	
Austria		2		1	1
Azerbaijan	1		1		
Bangladesh	2			1	
Belarus		1			1
Belgium			1		
Bosnia and Herzegovina				1	
Brazil	2				
Burkina Faso					
Canada	1	3	2	2	
Cape Verde					
Chile					
Colombia				1	
Costa Rica	2	2		1	1
Côte d'Ivoire	1		1		
Croatia				1	
Czech Republic					
Denmark				1	
Ecuador		1			
Egypt	3	1			
Eritrea[10]					
Ethiopia[11]			1		
Finland				1	
France	5	2	2		
Georgia	1				
Germany	3	4	3	2	
Ghana	1			1	
Greece		1			
Hungary				1	
India	2	1	2		
Indonesia[11]	2			1	
Iraq[10]					
Ireland	1	1			
Israel					
Italy	8	2	5	6	1
Japan		1	1		
Jordan	2	2	1		
Kazakhstan		1			1
Kenya	2			1	
Latvia			1		1
Lebanon[10]					1
Liberia	1				
Lithuania					
Malaysia[10]	1				
Mexico					1
Morocco					
Mozambique[11]					
Netherlands	2		2	1	
New Zealand			1		

Figure 15: Officials appointed through vacancy notices – Distribution by country of nationality, 2007–June 2011 (continued)

Country of nationality	2007	2008	2009	2010	June 2011
Nicaragua					
Niger	1				
Nigeria	1				
Norway		1			
Pakistan		1			
Panama			1		
Peru					
Philippines	2	2	2		
Poland					1
Portugal		1	1		2
Republic of Korea					
Republic of Moldova			1	1	
Romania		1	1	1	1
Russian Federation[11]	6		3		1
Senegal			2		
Serbia	1	1		1	
Sierra Leone	1				
South Africa				3	
Slovakia					
Spain	1				
Sri Lanka	1				
Sudan	1		1		
Sweden			1		
Switzerland			3		
Syrian Arab Republic[10]				1	
Thailand	2	1	1		
The former Yugoslav Republic of Macedonia[11]	1				
Togo					
Trinidad and Tobago			1		
Tunisia					
Turkey					
Uganda	1				
Ukraine	2			1	1
United Kingdom	1	2	5	1	2
United Republic of Tanzania				1	
United States of America	14	11	11	4	6
Uruguay		1			
Venezuela (Bolivarian Republic of)			1		
Total	**86**	**50**	**63**	**40**	**23**
Number of nationalities	36	26	31	27	16

[10] Non-Member States.
[11] Observer States.

Figure 16: Vacancy notices issued for General Service staff at Headquarters, 2007–June 2011

Vacancy notices issued	2007	2008	2009	2010	June 2011
Total number of vacancy notices issued	**3**	**4**	**5**	**3**	**2**
Advertised internally only	2	3	4	2	2
Advertised internally and externally	1	1	1	1	0
Total number of corresponding positions	**3**	**4**	**5**	**3**	**2**
Vacancies filled internally	**1**	**3**	**4**	**2**	**1**
General Service staff from Headquarters	1	3	1	0	1
General Service staff from the Field	0	0	3	2	0
Vacancies filled externally	**1**[12]	**1**	**0**	**1**	**0**
Cancelled/reissued	**0**	**0**	**1**[13]	**0**	**0**

Figure 17: Mobility of internal staff,[14] 2007–June 2011

	2007	2008	2009	2010	June 2011
From Headquarters to the Field	5	4	0	16	2
From the Field to Headquarters	8	2	5	18	3
From one Field Office to another	41	28	28	157	54
Reassignment within same duty station	19	11	14	60	27
Total	**73**	**45**	**47**	**251**	**86**

Figure 18: Temporary recruitment and selection, 2007–June 2011

	2007	2008	2009	2010	June 2011
For Officials					
Number of temporary vacancy notices issued[15]	41	182	32	73	37
Number of temporary positions filled	17	182	21	69	21
Of which for emergency and post-conflict operations	**21**	**66**	**1**	**10**	**10**
For General Service staff at Headquarters					
Number of temporary vacancy notices issued	0	5	1	0	1
Number of temporary positions filled	0	5	1	0	1
Direct recruitment					
For Officials[16]	0	0	153	182	68
For General Service staff	0	0	5	4	2

12 External candidate from a non-represented Member State.

13 VN 2009/01 (E) Administrative and Financial Assistant (G5) - Geneva, Switzerland was cancelled and reissued as SVN 2009/01 (E) Administrative and Financial Assistant (G5) - Geneva, Switzerland.

14 Starting 2010, Figure 16 has been revised to include all staff movements for Officials.

15 From January 2010 to June 2011, there were 110 temporary vacancies published.

16 From January 2010 to June 2011, IOM processed a total of 250 direct recruitment requests.

STAFF DEVELOPMENT AND LEARNING

Figure 19: Staff development and learning activities, 2007–June 2011

	2007	2008	2009	2010	June 2011
Learning activities organized by SDL	89	89	60	43	25
Total staff members	6 052	6 873	7 735	7 699	8 181
Staff members trained	894	1 146	1 266	1 470	425
Percentage of staff trained	14.80%	16.70%	16.37%	19.09%	5.19%

Figure 20: Staff trained – Distribution by gender, 2007–June 2011

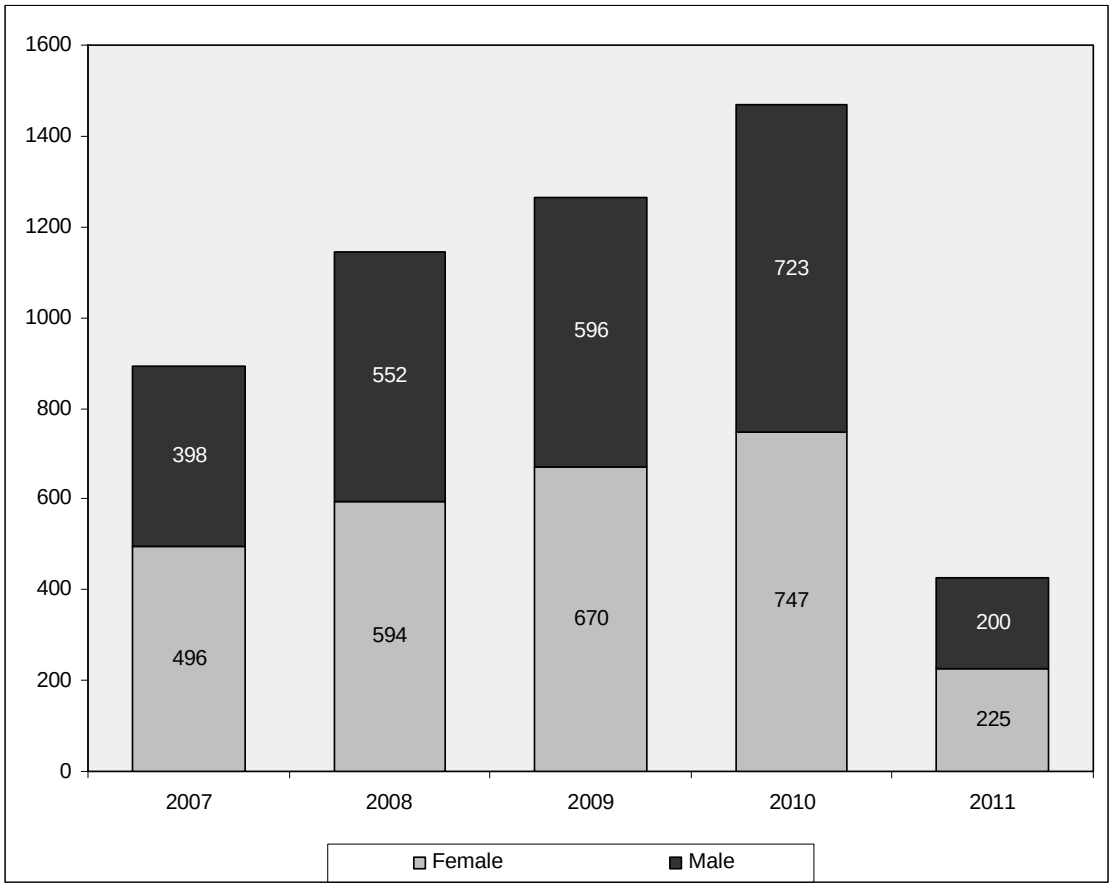


Figure 21: Staff trained – Distribution by location, 2007–June 2011

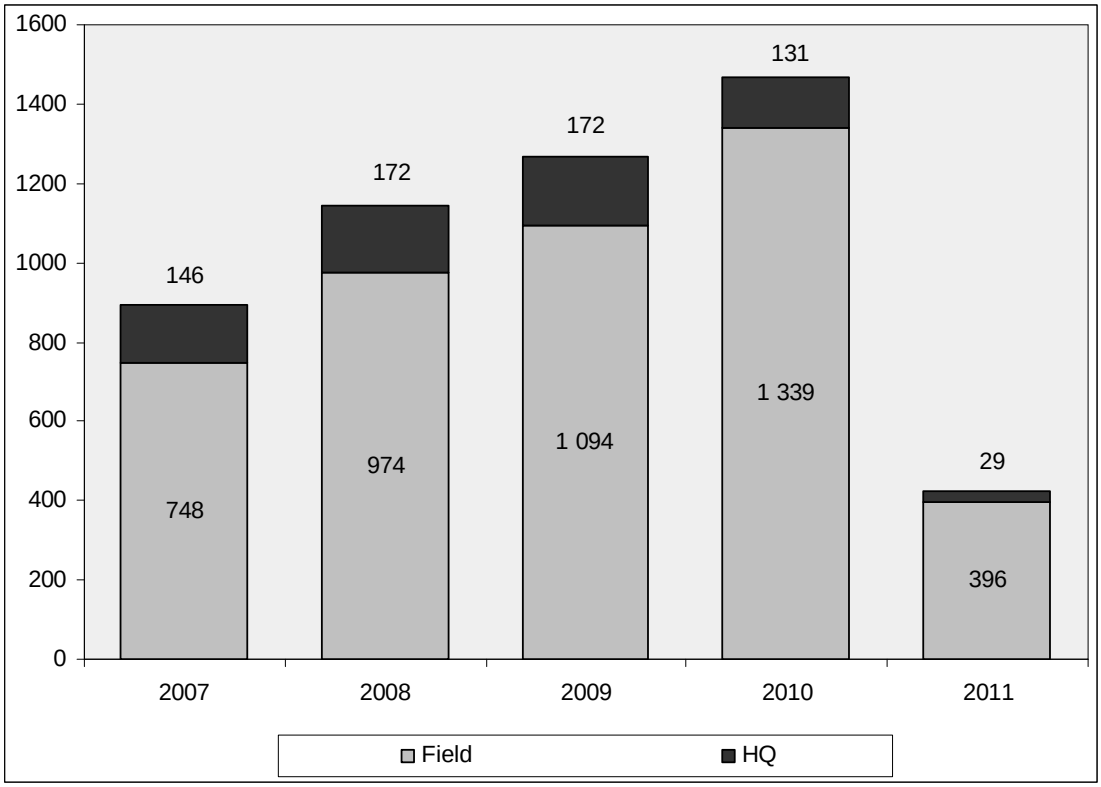


Figure 22: Staff trained – Distribution by category, 2007–June 2011

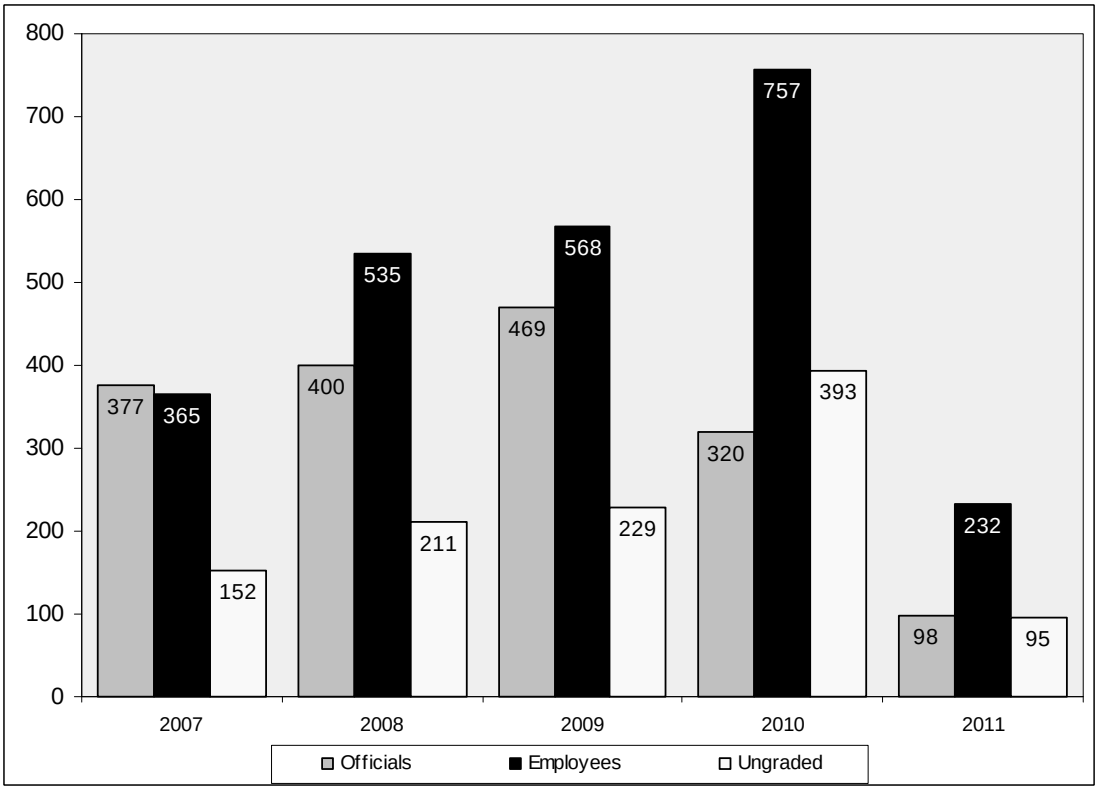


Figure 23: Regional distribution of staff trained by location, January–June 2011

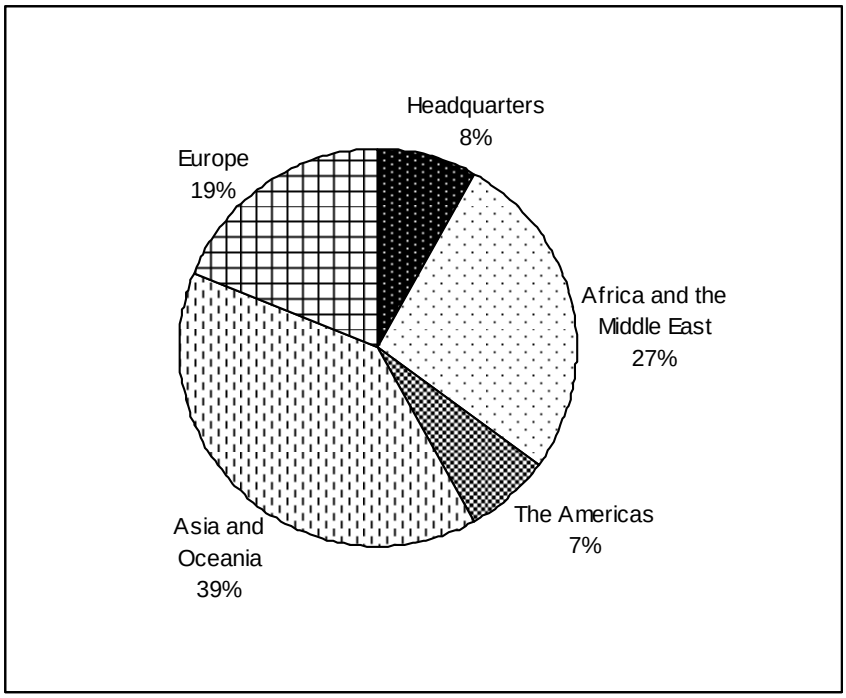


Figure 24: Distribution of staff trained by main areas of learning and development, and by gender: January–June 2011

Main areas	Total No. of staff trained	% of participants in all courses	Gender breakdown			
			Female		Male	
			No.	%	No.	%
Executive training	51	12%	32	63%	19	37%
Project development and management	3	1%	2	67%	1	33%
Coaching and team-building	96	23%	60	63%	36	38%
Language courses	26	6%	19	73%	7	27%
Resources management	28	7%	20	71%	8	29%
IT training	24	6%	10	42%	14	58%
E-learning courses	53	12%	37	70%	16	30%
Migration workshop	17	4%	11	65%	6	35%
Welfare, security and emergency response	10	2%	4	40%	6	60%
Specialized migration training	37	9%	15	41%	22	59%
Security training and emergency response	80	19%	15	19%	65	81%
TOTAL	**425**	**100%**	**225**	**46%**	**200**	**27%**

Total IOM staff at June 2011: 8,181.
Total IOM staff trained January–June 2011: 425.