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EIGHTIETH SESSION

HUMAN RESOURCES POLICY IN IOM

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ANNEX - Statistical Overview

HUMAN RESOURCES POLICY IN IOM

I. INTRODUCTION

1. During the Ninety-seventh Session of the Executive Committee held on 6-7 June 2000, and following a statement by the Chairman of the Staff Association Committee, several delegations requested the Administration to prepare a report to be submitted to the Council Session in November, outlining IOM's personnel policies and any progress made on issues of concern to the staff.
2. This report outlines the Organization's policies and practices in respect of recruitment and selection, current practices and recent developments in working conditions, staff development and training, review of the performance management system, classifications of positions, staff mobility, staff relations and methods for addressing grievances and appeals. A statistical overview of the staff of IOM by gender, grade and nationality, as well as recruitment and staff development and training figures, are included in the Annex to this document.
3. IOM's personnel policies and practices are based on principles of fair and consistent treatment of staff members in the context of IOM's international environment and efficient project management. These policies assume that staff who are treated fairly and consistently will be a dedicated group, motivated to do the best possible work.
4. The Human Resources Division, part of the Administrative Support Department at Geneva Headquarters, is responsible for the development and implementation of IOM's personnel policies in support of efficient human resources management in Field Offices and Headquarters.
5. Although IOM is not part of the United Nations common system, some core human resources management principles and procedures, such as job classification and the pay and benefits system, are regulated in accordance with the International Civil Service Commission (ICSC) and the Consultative Committee on Administrative Questions (CCAQ).
6. The Human Resources Division is structured to support the Organization's activities through specialized units:
 - (a) The selection and recruitment process is carried out by the Staffing Unit.
 - (b) Personnel administration is carried out by three units with different tasks:
 - the Field Personnel Administration, Insurance and Security Unit deals with working conditions in the Field, individual safety and social security;
 - the Staff Administration Unit provides administrative services and counselling to staff members;
 - the Information Management Unit provides reports, statistics, surveys and human resources indicators.
 - (c) The Staff Development and Training Unit is responsible for broadening and deepening the experience, knowledge and skills base of IOM staff through multiple learning experiences.

II. SELECTION AND RECRUITMENT PRACTICES IN IOM

The policy

7. Articles 19 and 20 of the IOM Constitution are the basis for recruitment and selection in IOM. According to Article 19, "The Director General shall appoint the staff of the Administration in accordance with the staff regulations adopted by the Council". Article 20 states that "Efficiency, competence and integrity shall be the necessary considerations in the recruitment and employment of staff which, except in special circumstances, shall be recruited among the nationals of the Member States of the Organization, taking into account the principle of equitable geographical distribution". In pursuing the principle that

humane and orderly migration benefits migrants and society, IOM recruits staff of the highest calibre, through a fair and open competency-based process, to respond to the operational challenges of migration, to advance understanding of migration issues, to encourage social and economic development through migration and to uphold the human dignity and well-being of migrants.

8. Consistent with its mission, the Organization is committed to a policy of equal opportunity employment. It tries to ensure a geographical and gender balance in the composition of its staff. Selection to positions within the Organization is based on principles of appointment on merit. Selection of one person over another is contingent on the requirements of the position. Specifically, IOM employs staff on the basis of their technical skills, knowledge, interpersonal skills and potential for future development in their jobs. The Organization aims to appoint the candidate who is the best suited for the vacant position and does not discriminate on grounds such as race, gender or religion.

9. Recruitment takes place in the following categories.

Officials

10. IOM recruits at the levels of P1 to P5, and Directors at D1 and D2 level. Although IOM is not part of the United Nations, it follows the job classification and compensation system regulated by the ICSC, which was established by the United Nations General Assembly.

National Officer and General Services

11. These categories comprise qualified staff with the skills and ability to provide local expertise and support services to the Organization and its Professional staff, and are recruited locally. In this category, recruitment may take place at NO-A to NO-D and G1 to G7 levels.

Fields of expertise relevant to IOM

12. Staff recruited for the Professional category have international expertise and relevant qualifications in a particular aspect of IOM's operational and administrative work. In particular, IOM hires Professionals who have backgrounds related to its services, as well as experience in humanitarian, emergency and post-conflict operations. Parallel to these areas of expertise are the support services for which IOM recruits in the areas of business administration, information technology, research, publications, finance/accounting, auditing, evaluation, fundraising, human resources management, programme management, public international law and public relations.

Gender policy on recruitment

13. IOM's Gender Policy (reflected in document MC/1853¹) is to give equal opportunity and treatment to women and men. This is reflected in all IOM staff policies and actions. Concerning the recruitment and selection process, special measures are being taken, and updated guidelines are being developed, in order to ensure consistency with this policy. For example, IOM amended the language in its vacancy notices and in its forms for the assessment of applicants in order to make them gender neutral. As women are under-represented in the Professional category, especially at senior level, IOM is endeavouring to increase the number of women in order to achieve gender balance. In this respect, the statement "female candidates are strongly encouraged to apply" is included in vacancy notices to draw attention to the fact that female staff members are still under-represented in senior positions. Furthermore, appropriate contacts are being made to advertise senior positions in international women's networks.

14. A gender focal point is present at meetings of the Appointments and Postings Board (APB) to ensure that the gender aspect is taken into consideration, to promote qualified female candidates whenever they are under-represented and to recommend the selection of qualified female candidates.

15. IOM has developed and is improving its skills inventory database, as a tool to identify qualified internal candidates for a given position. In order to redress the gender imbalance at certain levels, it will be used to identify and encourage qualified female candidates for vacancies.

¹ Staff and Programme Policies on Gender Issues, 7 November 1995

16. IOM also supports the assignment of women to Field Missions, including during emergencies, as an opportunity to gain field experience and prepare for jobs with higher responsibilities.

Types of contracts

17. The IOM Staff Regulations mention two types of contract: regular (indefinite) contracts and special contracts. In practice, regular contracts are only granted after three one-year fixed-term contracts if certain requirements are met (satisfactory performance, ongoing nature and funding of the position). The Organization recruits its staff under two types of contract: (i) fixed-term contracts for one year (with the entitlements enumerated under the Staff Regulations and Rules); and (ii) special contracts (with a fixed period of employment for particular assignments or on a short-term or part-time basis).

Fixed-term positions for one year

18. For these positions, vacancy notices are issued and recruitment can take from two to four months. The recruitment process includes publication of the vacancy, screening of applicants, interviews, reference checks, recommendation, a meeting of the Appointments and Postings Board and appointment by the Director General.

Preparation of vacancy notices and job descriptions

19. A vacancy occurs for various reasons, such as the commencement of a new project, requirement of new skills, change in the organizational structure, retirement, resignation or death of a staff member. The Staffing Unit contacts the head of Department, Unit, Service or Mission to discuss the key requirements of the job description and vacancy in terms of qualifications, experience and competencies. If a job description already exists, it is reviewed and amended to reflect the current situation of the post.

Posting of vacancy notices

20. The objective of advertising is to attract the best potential candidates. All posts which become vacant, including newly-established posts, are advertised internally. If no potentially suitable internal candidates can be foreseen, or if a previous internal advertisement has failed to produce such a candidate, the post may simultaneously be advertised internally and externally. Vacancy notices are open to internal candidates for a period of three to four weeks, while those for both internal and external candidates are open for a period of four to six weeks.

21. To ensure equality of opportunity for selected target groups, external vacancies are advertised on the IOM worldwide website and circulated through the permanent missions in Geneva, international organizations and non-governmental organizations (NGOs) and, whenever appropriate, in newspapers and journals.

Staffing Unit information service

22. To help applicants decide whether they wish to pursue their application, further information about the post can be provided by the Staffing Unit in the Division of Human Resources, to ensure that consistent information is provided. The Unit also provides general information about IOM, supplies information about the post and how the job fits into the IOM structure, gives details on the selection procedure (interview date, etc.), and explains the conditions of employment.

Screening of applications

23. IOM first screens the candidates' completed application forms, in order to make an initial selection, by separating those applicants who qualify for the job from those who do not. The applicants should normally be:

- between 21 and 60 years of age;
- fluent in the relevant official languages;
- preferably nationals from IOM Member States;

- holders of university qualifications (for Professional and National Officer categories);
- holders of at least a secondary school diploma or equivalent, and/or the relevant technical qualifications (for General Services category);
- in possession of the required number of years of professional experience in their field of expertise;
- willing to be assigned to IOM duty stations in the Field (Professional category);
- proficient in the relevant Microsoft applications or analogous software.

Interviews

24. Once the qualified applicants have been identified, a telephone interview is conducted to confirm continued interest in the job, ascertain that he/she is qualified for the job and schedule an appointment for an in-depth interview.

25. At this stage, three to six applicants are initially short-listed for a personal interview which is carried out by a panel or a series of individual interviews. Competency-based interview principles are applied to check details of previous performance, personal qualities and motivation of the applicants.

Appointment recommendation

26. Based on the application form and the telephone and personal interviews, a Candidate Assessment Form and an Appointment Recommendation Form are completed. This is normally done by the immediate supervisor or by the person designated by him/her, with the input of the interviewers.

References

27. The supervisor or the Staffing Unit will normally check two references after the selection process. References are used to validate information obtained from the application form and during the interviews.

Appointments and Postings Board

28. The Appointments and Postings Board was established to advise the Director General on appointments and postings of all Officials as well as Employees at Headquarters. The Board is composed of six members and six alternates. An ex-officio member on gender issues is also part of the Board. In recommending the appointment of a candidate, the Board makes every effort to take into account qualifications, IOM strategic and programme needs, individual career aspirations, geographical balance and gender representation. Where equally-qualified applicants are competing for the same position, preference is given to candidates from under-represented countries or regions.

29. The Board submits to the Director General a written report summarizing the proceedings and its recommendation together with any dissenting opinions which may have been expressed. The Board may also recommend linguistic or other relevant training for the proposed assignment.

Appointment

30. After the Director General makes the final decision, a written offer of employment is made.

31. It is important to note that Officials are subject to the authority of the Director General and to assignment by him to any of the activities or offices of the Organization. As stated in Staff Rule 8.111.12, when the interests of IOM so require, the Director General may decide to transfer a staff member within grade to any post.

Induction

32. A well-planned induction offering general information, individual advice and guidance helps new staff members adapt to their jobs. The Human Resources Division arranges an initial induction for most Officials in the form of briefing interviews with all relevant Departments at Headquarters, while the Staff Development and Training Unit offers a training module for new Chiefs of Mission and Administrative Support Officers. Other Officials, National Officers and Employees are inducted in the Field Offices.

Special contracts

33. The Director General can employ persons for particular assignments or on a short-term or part-time basis to improve IOM's staffing capacity in handling emergencies, post-conflict activities and programmes. Short-term recruitment is an efficient and quick mechanism for recruiting personnel for a period of nine months or less, but does not replace the normal recruitment and selection process, as established in the relevant Staff Regulations and Rules.

34. Candidates applying for short-term contracts are selected on merit. Where equally qualified applicants are competing for the same position, preference is given to candidates from under-represented countries or regions. Due regard is also given to the need for gender balance, without prejudice to the merit requirement.

35. During the selection process, Departments, Services and Field Offices consider all internal candidates and the most qualified external candidates for each position. Exceptionally, an Official may be engaged even though he/she was the only candidate under consideration, as long as clear documented justification for such an exception is recorded prior to the selection.

36. Prior to issuing a contract, the hiring Department, Service or Field Office verifies the academic and professional qualifications of the candidate recommended to ascertain relevant competencies for the job and checks references.

37. Once the qualifications have been confirmed, a recommendation is submitted to the Human Resources Division. The Director General has the authority to make the final decision, based on the fulfilment of all necessary requirements.

Other employment opportunities at IOM

Associate Experts

38. IOM adopted the Associate Expert (AE) programme in 1975 in order (a) to strengthen the Organization's human resource base and enhance project implementation, and (b) to enable young graduates to learn first-hand about international development aid and gain experience for potential, future employment in international organizations. The programme consists of separate agreements between IOM and several donor countries. So far, Associate Expert agreements, whereby young qualified Professionals are sponsored by a government, have been signed with the authorities of Austria, Belgium, Denmark, Finland, Germany, Italy, Japan, Netherlands, Republic of Korea, Sweden and the United States.

39. Candidates for the AE programme are selected on a highly competitive basis. The criteria for the selection vary according to the requirements of the donor government and the position concerned. The selected candidates are assigned either to one of the IOM Field Offices or to its Headquarters in Geneva.

Internships

40. Interns are usually students approaching the end of their studies or graduates between 21 and 32 years of age. The main objectives of internships are to provide students with an opportunity to learn about IOM's activities, gain initial work experience and/or prepare for a degree dissertation. Interns are given assignments and responsibilities commensurate with their experience and are referred to a supervisor/tutor who is responsible for their mentoring and coaching. They can be given short assignments within ongoing programmes or on an *ad hoc* basis, and receive on-the-job training so that both they and the Organization can benefit. Interns are not considered as staff members but specific terms of reference, tasks, duration of assignment and supervisors are clearly determined. Internships can last from four weeks to a maximum of six months. IOM also assesses the work of interns who may eventually be included in the roster for future external vacancies and special contracts.

Secondments

41. A secondment can be the temporary transfer of a staff member to another Department, Service or Mission, or the loan of a staff member to or by another international/governmental agency. Internal secondments are a valuable way of providing development opportunities, wider experience and new skills to

staff members while retaining them in the Organization. It is also useful for resourcing short-term assignments or projects, e.g. during emergencies and in post-conflict situations. External secondments can introduce the host organization, the staff member and the seconding employer to different work practices from which all three parties may benefit. Donor relations are enhanced and cooperation among agencies is strengthened. Staff seconded to the Organization by their government are appointed under special contracts with a fixed period of employment.

Notification of appointments and secondments

42. Appointments and secondments are published regularly in general bulletins brought to the attention of all staff members.

III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS

43. This section describes recent activities and developments concerning working conditions for staff. The Human Resources Division constantly reviews conditions directly related to the employment situation, such as the contractual status and harmonization of conditions of service for General Services field staff, in order to support fair and transparent management of human resources. Increased security awareness and standard operational procedures have been developed to create safer working conditions in hazardous duty stations.

44. Health insurance and work arrangements supportive of family responsibilities directly influence the lives of staff members and their dependants. They are in line with the current trends among progressive employers who need to offer more flexible working conditions to a workforce with certain expectations in this regard. Furthermore, such conditions support organizational objectives, such as gender balance, by allowing flexibility of working hours and location, and by supporting spouse employment practices, which in turn could encourage staff mobility.

Contractual status

45. In order to improve the conditions of service of staff who are occupying temporary positions and have been serving on short-term contracts for a relatively long period, a new policy was developed and implemented in November 1999. Staff members who have been with the Organization for at least three years, work on projects where the funding is secured for at least 12 months, and have performed satisfactorily, are now being granted one-year fixed-term contracts without going through the vacancy notice process.

Harmonization of conditions of service for General Services field staff

46. The Organization aims to harmonize the conditions of service for General Services field staff worldwide, so that they have the same type of contracts, benefits and entitlements wherever they work.

47. A personnel administration system built around fair and transparent regulations and rules helps human resources and administrative officers carry out their work effectively and enables staff members to better understand their duties, responsibilities and entitlements.

48. The Human Resources Division facilitates the process and helps the Field Offices adapt the Staff Regulations and Rules in order to meet the requirements of a common international civil service and the Organization's agreement with the relevant government on privileges and immunities.

49. Forty-seven of the Organization's 83 Field Offices² have established Staff Regulations and Rules. The remaining Missions are carrying out preparatory groundwork and research for their implementation. Missions with outdated Staff Regulations and Rules have them routinely updated to include recent improvements and changes.

50. A field employees' management handbook, explaining the rules and how to implement them, is available to all Missions. Guidelines and checklists are also given to Missions in support of their work.

² IOM has Offices in 83 countries, some with several suboffice locations.

Health insurance plans

51. The Human Resources Division constantly seeks to improve the health insurance policies, to ensure that appropriate coverage is offered to staff members.
52. The Organization covers all staff for occupational accidents and illnesses. Unless locally recruited staff members in Field Offices are obliged to participate in the national health system, the Organization offers them an additional insurance for non-occupational accidents and illnesses. Approximately 750 staff members and their dependants are currently covered by this insurance.
53. Officials and Headquarters General Services staff are covered for occupational and non-occupational accident and illness. The most recent improvements in this insurance scheme include coverage for medical assistance at home or in special institutions and higher ceilings for prostheses.
54. The Organization has recently introduced periodical medical examinations for Officials and Headquarters General Services staff in order to detect illness early, review the impact of the staff members' work environment on their health and make appropriate recommendations, and give them an opportunity to discuss health promotion and preventive measures.

Supporting work/family responsibilities

55. In response to the increasing expectations of male and female staff members to be able to combine a professional career with family life, the Organization endeavours to offer working conditions which help staff members resolve conflicting work/family obligations.
56. A working group was established under the Gender Issues Coordinator to develop a draft work/family agenda. That work has now been taken over by the Human Resources Division which presented a report to the Director General in 2000. The report gave the current status of this issue in the Organization, pointed out possible improvements and suggested a policy in support of work/family responsibilities. The suggestions were all endorsed.
57. The policy currently being developed will include a section on parental leave, where the granting of four weeks' paternity leave is a new development to be implemented on a two-year trial basis. Regarding care for immediate family members, alternatives of paid and unpaid leave are available. Compassionate leave is granted in the case of a death in the family. Flexible working arrangements such as flexi-time, telecommuting and home-based work exist or are being introduced on a case-by-case basis to give staff greater freedom to adjust working hours and reduce commuting time. The Organization will continue to stress to host countries the need for childcare for staff members' children and to support spouses/partners in their search for employment.
58. Some options normally available only to staff on contracts subject to Staff Regulations and Rules, e.g. maternity and paternity leave, will be available to all staff members who have been with the Organization for more than 12 consecutive months.

Staff security

59. In 1998, the Organization signed an agreement with the United Nations to be part of their security arrangements, in order to support IOM Field Offices which would not necessarily have the knowledge, experience and infrastructure needed for the task, and to ensure that standard staff security was given the same priority in all Field Missions.
60. When signing the agreement, the Organization tasked one human resources officer to be IOM's security focal point to help Field Missions with security matters and to liaise with the United Nations Security Coordinator (UNSECOORD). A network of security focal points at the Field Office level was established, consisting of staff members working in offices and/or on programmes with high security risks. The Organization continues to raise security awareness among all staff so that risky situations are avoided to the extent possible, but staff are prepared for managing such situations should they arise.

61. As part of the United Nations security system, IOM participates in the interagency security management team and contributes to developing the security plan in the country, in order to ensure that IOM's staff security concerns are fully taken into account.

62. At duty stations where there is a Field Security Officer, IOM benefits from his/her advice and expertise, both on general security matters and on IOM-specific programme and office issues. The cost of the Field Security Officer is shared between all agencies, making it a reasonable cost for the level of expertise received.

63. In several countries, the Field Security Officer organizes security training programmes, sometimes specifically designed for IOM. UNSECOORD, which also conducts security training, first launched its worldwide training programme in Tajikistan and Pakistan in late 1998 and the IOM staff members from those Field Offices participated. IOM conducted its own training for security focal points based in different parts of the world. Where appropriate, a session on stress management has been added. New staff are given a generic security briefing followed by a country-specific briefing upon arrival in the post.

64. As a result of the security agreement with the United Nations, IOM joined the United Nations Malicious Acts Insurance which covers staff in high-risk countries in case of death or disability caused by a malicious act. IOM had a similar insurance previously, but only for international staff in a few locations. The Malicious Acts Insurance, effective since January 2000, covers both national and international staff 24 hours a day in about 80 countries.

IV. STAFF DEVELOPMENT AND TRAINING

65. The Staff Development and Training Unit was established in 1997 as a result of needs identified during the Management Review process. The current approved budget for 2000 of CHF 640,000 is utilized for the implementation of development and training projects aimed at enhancing skills and competencies and developing new skills required by the changing nature of IOM's priorities and operations.

66. A strategy for staff development was developed with the aim of broadening and deepening the experience, knowledge and skills of IOM staff through multiple learning experiences. The strategy has three broad objectives:

- (a) to support capacity-building in IOM's key service areas;
- (b) to support a performance-oriented culture within the Organization through increasing skills and knowledge in project development, strategic planning, fundraising, donor relations, media relations and performance management;
- (c) to enhance IOM's capacity to become a learning organization.

67. A Steering Committee was established to ensure that the principles contained in the strategy are consonant with the needs for staff development. The Steering Committee is composed of representatives of the Staff Association and the Administration.

68. Training is provided through various programmes, coaching and mentoring, on-the-job training and materials available at the Learning Centre. The Staff Development and Training Unit has developed several tools to facilitate the identification of training needs in the Field, i.e the Learning Reference Guide, the Intranet Training Web Page, and the Learning Centre.

69. Training plans are developed on a yearly basis by all Field Missions who submit their needs to the Staff Development and Training Unit which is responsible for allocating funds based on priorities. At least 75 per cent of the total training budget is allocated to the training and development of field staff. During 2000, a 40 per cent increase in the rate of requests for training has been registered.

70. Emphasis is being given to enhancing the skills of Chiefs of Mission and Administrative Support Officers. Training is also provided in areas such as project development, technical training in movement management, migration health, information technology, report writing, languages, staff security and stress

management, and public/media relations. A comprehensive programme for training in early warning, emergency preparedness and response is being developed for staff in the Emergency and Post-Conflict Division and for staff on the emergency roster.

71. The Unit has also provided training to staff in Kosovo for the registration of ex-KLA combatants and in compiling the curricula for training the Kosovo Protection Corps. It is presently training "hot-line" operators to ensure appropriate and timely response in the implementation of the German Forced Labour Compensation Programme.

72. Modules are being developed for training staff in human rights, gender mainstreaming, strategic planning and project development. The Unit also identifies internal specialist resources which it uses to assist with the training.

73. The Human Resources Division considers that staff development and training are fundamental complements for its work, in that they support the enhancement of skills and competencies and the acquisition of new skills as needed within a changing environment.

V. REVIEW OF THE PERFORMANCE MANAGEMENT SYSTEM

74. This section contains: (a) a brief historical overview of previous systems for performance management which were implemented in IOM and subsequently suspended; and (b) a look at possible future developments.

75. According to the Staff Regulations and Rules for Officials and Employees, both in Headquarters and in the Field, the performance of a staff member serves as the basis for the application of the following Rules: 3.11 (advancement within grade); 4.61 (probationary service report); 4.71 (promotion); 4.72 (special advancement within grade); 9.21 (termination for unsatisfactory service); and 9.22 (reclassification), and of Regulation 10.1 (disciplinary measures).

76. The Performance Appraisal System, introduced in March 1991, replaced the earlier system, the Performance Evaluation Report. The Performance Appraisal System aimed "to generate a healthy staff member/supervisor relationship based on open and frank communication throughout the whole period under review" (12 months).

77. The Performance Appraisal Report was required for Officials and Employees, in Headquarters and in the Field, holding a regular contract of one year or more, or who had served continuously on a short-term contract during the preceding 12 months. The exercise was to take place on an annual basis and the completed form was to be returned to the Division of Personnel under confidential cover by the end of March of each calendar year.

78. The system was based on numerical ratings in a number of established areas. It was generally felt by staff members that not all supervisors used the same definitions as to what each rating meant and that therefore the results lacked the required objectivity. There is factual evidence that numerical ratings in fact become barriers to the desired open communication between staff members and their supervisors.

79. Based on the final report and the recommendations of the Management Review team in November 1997, the Human Resources Division presented a new competency-based Performance Management System. The objectives of the system were to introduce a structured process for establishing direction, tracking results and fostering staff development, as well as to develop a reliable system to support human resources management decisions, such as appointment and promotion.

80. This system was composed of two parts. In the first part, staff members were to identify and agree with their supervisors on a series of objectives to be achieved during the year; these were focused on clear links with the organizational strategic plan through a top-down cascading exercise. The second part of the system was based on competencies which had previously been identified, validated and endorsed by managers and staff members. It consisted of a number of indicators of the identified competencies which were to be rated by the staff members themselves and their supervisors as a basis for discussion and the

establishment of a development plan. The 12-month appraisal cycle included a mid-year review and an evaluation of achievements, as well as an overall assessment at the end of the period.

81. The Performance Management System was introduced in January 1998 for Officials at grade P4 and above after in-depth briefing of concerned Officials. The system should have been gradually extended to all staff members in 1999, but organizational changes affected the implementation of this plan. In January 1999, the Director General decided to suspend the Performance Management System as designed in 1998.

82. Some feedback received at the end of the first year of application indicated that, although Officials felt the system was as objective as possible, it was time-consuming and very elaborate. In some cases, managers in the Field still use the previous Performance Appraisal Form for locally-recruited support staff.

83. At the June 1999 session of the Executive Committee, the Staff Association stated its wish to see the Administration establish a policy on staff performance evaluation with a long-term perspective.

Current activities

84. In order to address the concern expressed by the Staff Association Committee, the Human Resources Division is currently examining two options. The first option concerns the review and simplification of the previous Performance Management System. This is based on the assumption that the objectives of that competency-based system still fulfil the purpose mentioned in paragraph 79 above, and that the tool should be adapted to the present structure and strategy (i.e. validation of competencies and reduction of their number). The second option concerns the review of the whole concept through extensive consultations and study of best practices in other organizations, with the aim of designing a new system. The general trend in human resources management is to move away from sophisticated performance appraisal tools. Organizations are increasingly adopting developmental appraisals through the introduction of a range of tools complementary to the single appraisal form (i.e. commitment letters, personal development plans, and mentoring and coaching reports). Such a performance management system fosters individual and team performance and allows for the judgement of individual contributions to the activities of the Organization through several objective elements.

85. Performance management is linked to other human resources issues, some of which are closely related to the United Nations common system (i.e. job classification, grading, promotion, as well as pay and benefits). The United Nations has been examining a reform in human resources management since 1997. The Human Resources Division monitors developments and discussions in this area, and actively participates in interagency meetings.

86. The Human Resources Division is proposing to create an internal working group to examine in more detail the two options mentioned above. Apart from staff in the Human Resources Division, participants would be invited from the Staff Association as well as from other areas of the Organization. The above activities are a basis on which both the Human Resources Division and the staff can rediscuss a Performance Management System. In both cases, as is true of all design and implementation processes, the review of the Performance Management System would require adequate financial and human resources and a clear commitment by senior managers and staff.

VI. CLASSIFICATION OF POSITIONS

87. IOM classifies positions in accordance with the ICSC's Job Classification Standards, as applied in the United Nations common system, for the classification of Professional positions and Headquarters' General Services positions, on the basis of a Job Information Questionnaire (JIQ) filled out by the incumbent of the post. This system weighs the responsibilities of the position with the basic premise of equal pay for equal responsibilities. Therefore, the system does not recognize merit or competencies, other than the minimum education and experience required for the position.

88. The Organization periodically carries out a general reclassification exercise, the last one being in 1998. In the intervals between general reclassification exercises the Organization rates new positions and re-rates positions for which the level of responsibility has changed. In accordance with a procedure agreed upon by the Staff Association, two external raters are requested to individually classify positions brought to their attention, discuss their findings and agree on a final rating for each position, which is submitted to the

Director General for final decision. Requests from staff members and/or supervisors for re-rating their positions are submitted to the Appointments and Postings Board with a justification and the Board advises the Director General on the receivability of the request. The incumbents of new positions are requested to fill in a JIQ at the earliest six months after taking over the functions of the post.

89. Staff members who are not satisfied with the results of the rating of their position can appeal to the Classification Appeals Review Committee (CARC), composed of two members representing the Administration, two members representing the Staff Association, and a chairperson agreed upon by both parties. All members of the CARC are trained on the Job Classification Standards. If, after review by the CARC, staff members are still not in agreement with the classification of their position, they may appeal to the Joint Administrative Review Board.

90. The procedures for classification appeals are presently being reviewed at the request of the Staff Association Committee and will be fully coordinated with it before the end of the year.

VII. STAFF MOBILITY POLICY

91. In 1996, IOM implemented a mobility policy for its Officials. After examining the practices and policies of other international organizations, new Staff Rules were drafted on the basis of the following principles:

- All non-elected IOM Professional staff are subject to assignment to any of the Organization's activities or offices.
- The Appointments and Postings Board may recommend to the Director General that a given post is of a non-rotational nature.
- A Standard Assignment Length (SAL) shall be determined for each duty station.
- All posts scheduled to become vacant during a given calendar year will be published in an annual compendium.
- Staff members whose SAL is due to expire, as well as those in posts which lack funding, will be expected to apply for posts from the annual compendium.
- The Appointments and Postings Board will meet to examine job descriptions, applications thereto and supervisors' recommendations, in order to make a recommendation to the Director General as to the new posting of staff members in the rotation list of a given year.

92. In 1996, the inception of the policy, it was decided to proceed in a progressive manner. Taking into account the funding available for transfer and installation costs, it was determined that all Officials who had been at their duty station for 12 years or more would be considered for rotation (excluding those due to retire within four years). At the end of the exercise, out of ten persons on the rotation list, five were reassigned.

93. In 1997, Officials who had been at Headquarters at least eight years, and at field locations at least five, were included on the list. Eleven positions were open, but 14 persons were considered for rotation due to funding problems in the posts which some staff members were occupying. At the end of the exercise, five persons were reassigned.

94. Out of the ten persons moved in those two years, five have had to be reassigned before the end of their SAL, for various reasons. On the one hand, as of 1997, the Organization entered a phase of restructuring and decentralization during which many staff members were reassigned; on the other hand, having such a small number of vacancies and applicants made matching qualifications to the requirements of the posts a rather difficult exercise.

95. Since 1998, the rotation process has been discontinued, mainly due to the creation of a different structure in the Field referred to above and the need to deploy staff in emergency operations. It also became difficult to fund both a regular process of rotation and the reassignments needed in order to respond quickly to the needs of Member States, as well as to the migration challenges facing the Organization.

96. An analysis of the list of staff coming to the end of their SAL in 2000/2001 shows 29 persons at Headquarters, while the corresponding list for the Field shows 13 persons; their grade distribution is shown in the table below.

	D2	D1	P5	P4	P3	P2
Headquarters	1*	8	7	12	2	0
Field	0	0	3	5	3	2

*previously considered as a non-rotational position

97. Without even analyzing the required qualifications and experience for different positions in the various duty stations, the grade distribution is such that it is evident that it would be extremely difficult to match all incumbents to positions. Other international organizations with a formal rotation policy are also facing similar problems (exacerbated at IOM by the relatively small number of international staff), and are currently reviewing their policies. IOM intends to follow these developments closely, while trying to find a workable and flexible system.

98. The situation of staff members serving at hardship duty stations needs nevertheless to be kept in mind. The Human Resources Division will automatically include the names of staff members ending their SAL at hardship duty stations among the short-listed applicants for vacancies, and/or circulate their CVs to hiring managers in order to call their attention to the staff in question. Strengthening IOM's ties with other organizations and pursuing staff exchange programmes or secondments might also give alternative possibilities for assignments.

VIII. STAFF RELATIONS

The role of the Joint Administration/Staff Association Committee (JASAC)

99. In the 1970s, the Organization created an internal forum to discuss matters of concern to the staff, new or revised conditions of service and staff welfare issues, as well as to study proposals or innovations in human resources management adopted by the United Nations for the common system or by other organizations. The Joint Administration/Staff Association Committee, composed of three representatives of the Administration, including the Director of the Administrative Support Department and the Director of the Human Resources Division, as well as three Staff Association representatives, meets several times a year to discuss an agenda proposed by the Staff Association Committee. A summary report of each meeting is prepared and submitted to the Director General for his approval of any recommendations.

Grievances and appeal procedures in IOM

100. In order to address grievances and/or disputes between staff members and the Administration, the Organization has established a series of instances and procedures, which are described below:

- (a) **Ombudsperson:** At the request of the Staff Association, and in recognition of the value of such a function in the resolution of problems or grievances at an early stage, a part-time position for an Ombudsperson was created in 1999 and the incumbent recruited in July 2000. The main duties and responsibilities of the Ombudsperson can be summarized as follows: "assisting staff members individually with problems or grievances relating to the terms and conditions of their employment, their working conditions and/or their relations with supervisors and colleagues".
- (b) IOM staff members may appeal to the **Joint Administrative Review Board (JARB)** against an administrative decision, alleging non-observance of their terms of appointment, including all pertinent regulations and rules, or against disciplinary action. The Board is constituted of five

staff members: the chairperson and two members are appointed by the Director General; two other members are appointed by the Staff Association. The procedures for submission of an appeal to the JARB are stipulated in Annex D to the Staff Rules.

- (c) Any dispute between the Administration and a staff member which has not been settled internally through the Joint Administrative Review Board may be deferred for final decision to the **Administrative Tribunal of the International Labour Organization** in accordance with its Statutes and Rules of Procedure. The Statutes are published as Annex III to the Staff Regulations.
- (d) **Management irregularities**, other than those specifically relating to personnel matters such as financial or operational, which require the attention of the Administration are, on occasion, noted and reported by staff. Although IOM does not have a formal policy on the reporting of such irregularities, it is seriously committed to investigating all such instances. The Inspector General, the Internal Auditor and Legal Services have significant responsibilities in this area.
- (e) For **appeals on classification** of positions, see chapter VI above.
- (f) IOM adopted a Policy on Sexual Harassment in 1998. The Human Resources Division is looking into the possibility of incorporating this policy into a wider and more general **anti-harassment policy** for the Organization. In this respect, IOM is following the discussions within the Consultative Committee on Administrative Questions (CCAQ) on violence at work.

IX. STANDARDS OF CONDUCT

101. IOM is in the process of issuing a document on Standards of Conduct for its staff members. The promulgation of these standards reflects IOM's commitment to maintaining the highest standards of integrity for its staff members. The goal is to provide them with concise and readily accessible guidelines for their conduct which reflect their status and role as international civil servants and which enhance and advance the integrity of the Organization. The text, which is at present being circulated for comment to IOM staff, draws on the Staff Regulations and Rules, as well as the efforts made in this area by the International Civil Service Commission, the United Nations and other relevant institutions. Once finalized, it will be distributed to all staff members of the Organization, at Headquarters and in the Field.

Annex

STATISTICAL OVERVIEW

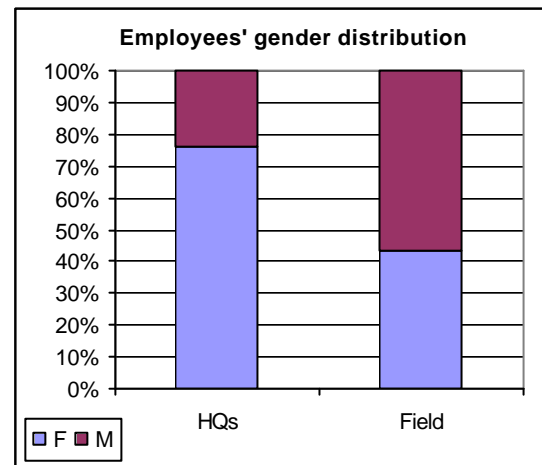
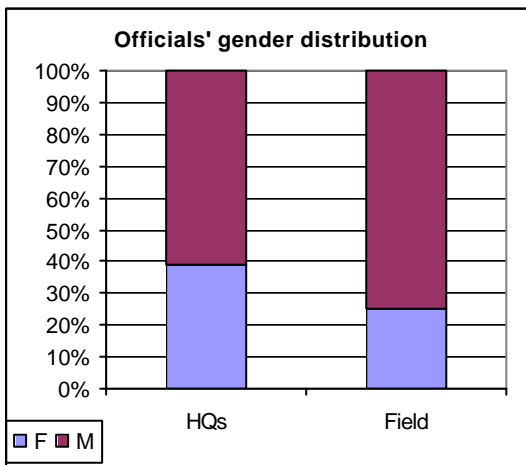
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STATISTICAL OVERVIEW AS OF JUNE 2000

1. Staff by category and gender as of June 2000

Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials ¹	28	44	34	100	206
Officials, short-term	2	2	30	73	107
Employees ²	76	24	802	1 052	1 954
National Officers	-	-	19	24	43
Associate Experts	2	1	12	4	19
TOTAL	108	71	897	1 253	2 329

2. Gender distribution of Officials and Employees, June 2000



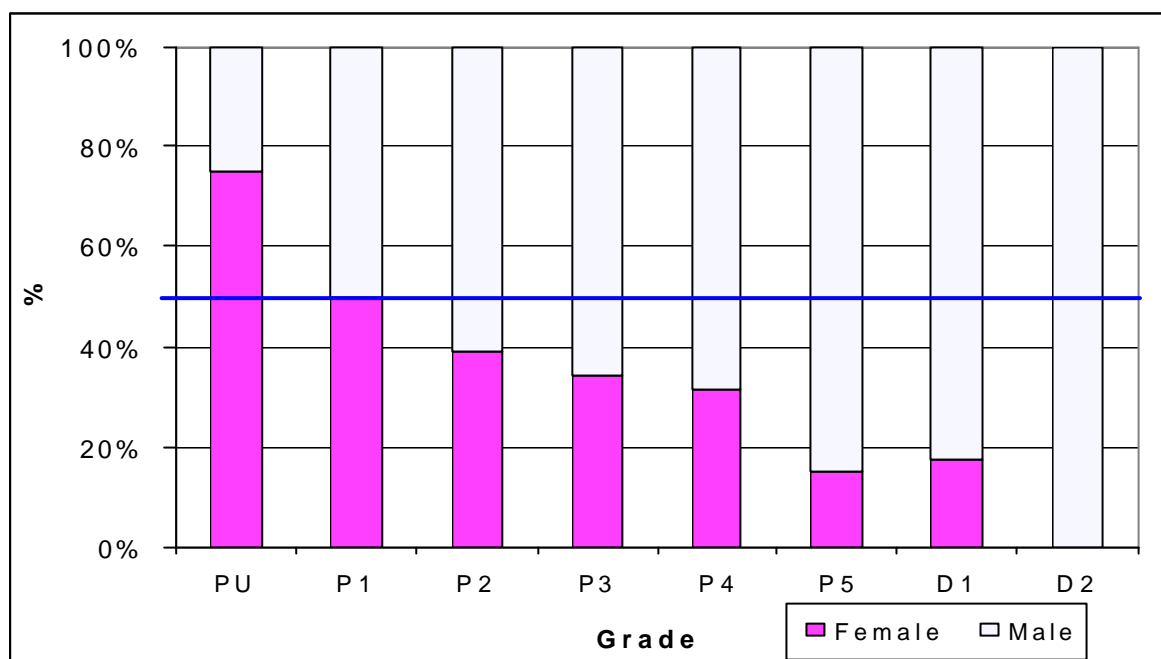
The above charts indicate the average number of women Officials and Employees (Officials - 30.1 per cent, Employees - 45 per cent). However, this percentage varies according to location. There are more women Officials in Headquarters (38.9 per cent) than in the Field (25.4 per cent). The situation is the opposite for women Employees: Headquarters (76 per cent), compared with the Field (43.3 per cent). The average in the Field is not representative of every local situation.

¹ Data refer to Officials 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, Associate Experts and Staff on Special Leave without Pay are excluded.

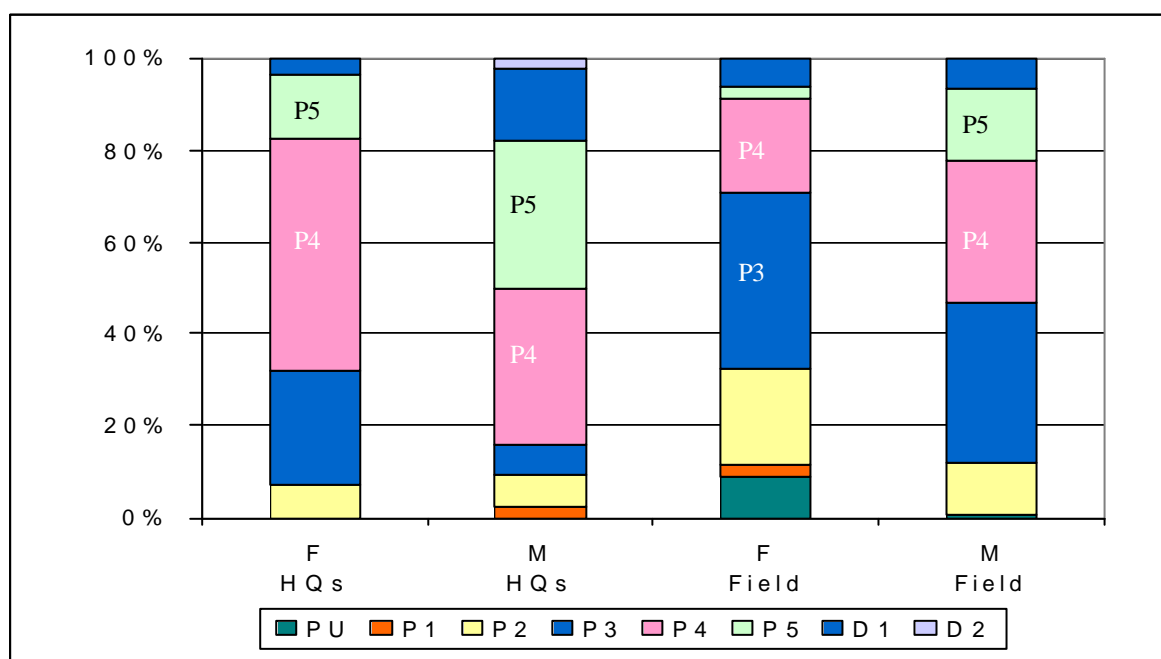
² Data refer to all Employees, short-term included.

STATISTICAL OVERVIEW OF OFFICIALS AS OF JUNE 2000

3. Officials³ by gender and grade, June 2000

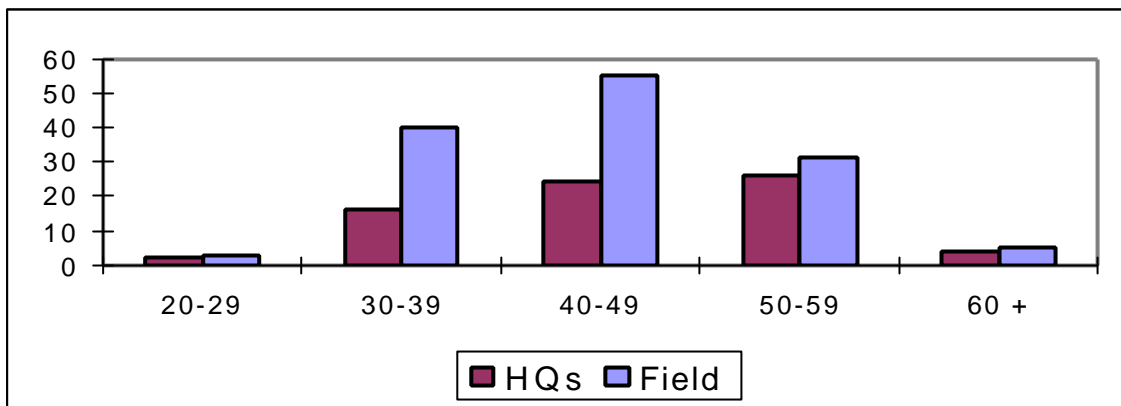


4. Officials³ by grade and gender, June 2000



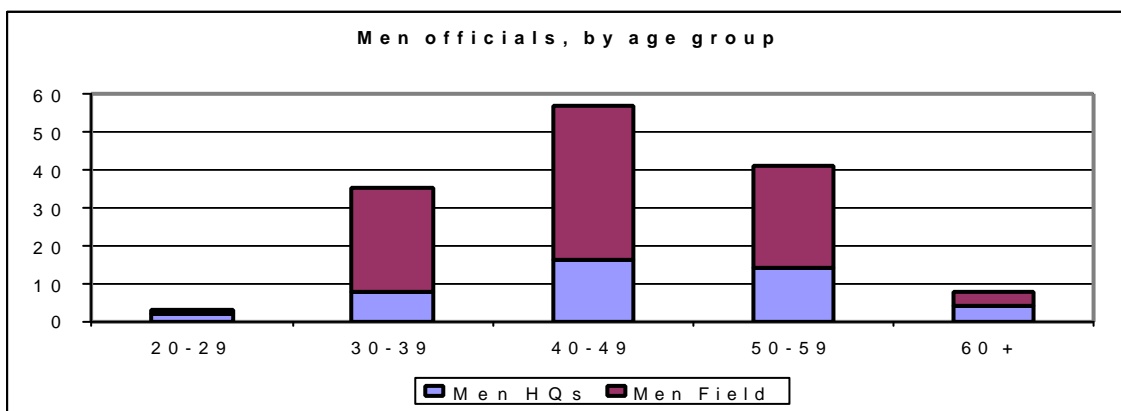
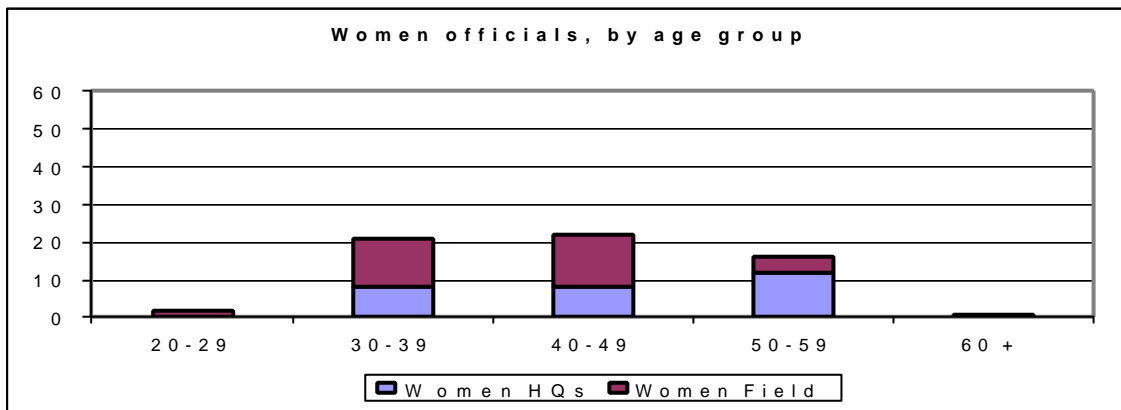
³ Data refer to Officials on a regular or one-year contract or who have been with the Organization for more than 12 months.

5. Officials by age group, June 2000



The chart shows the general age distribution of Officials. The general trend is influenced by the Field age group distribution. The age group distribution of Officials in Headquarters is more skewed to the older age groups. 75 per cent of Officials in the Field are 38 years or more, while in Headquarters the same percentage is 43 years or more. Eight per cent of all Officials will retire during the coming five years.

6. Officials by age group and gender, June 2000



7. Officials by country of nationality⁴ and grade, June 2000

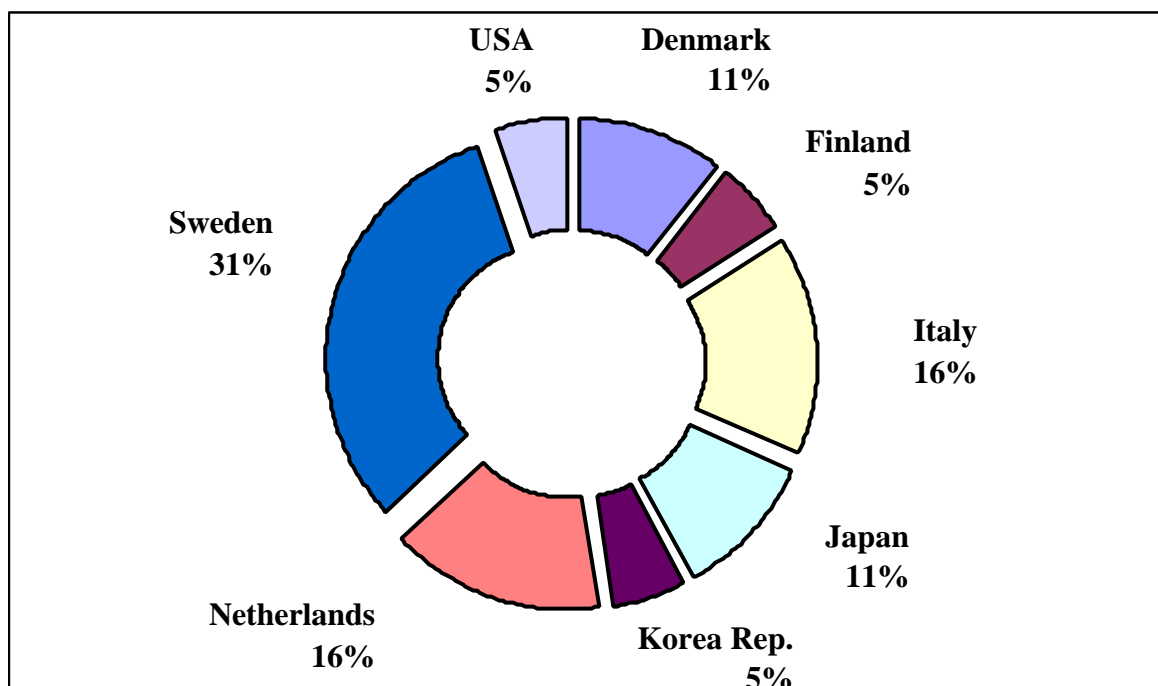
Country of Nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Algeria						1			1
Argentina		1	1		2				4
Australia		1			2				3
Austria		1		1		1	1		4
Belgium		1	1	2	4				8
Bolivia				1					1
Canada		1	1	2	2	1			7
Chile			1	1					2
Costa Rica		1			2				3
Croatia				1	1				2
Denmark			1	1					2
Finland					1		1		2
France			2	4	4	2			12
Germany		2	5	2	2				11
Ghana						1			1
Greece					1				1
Haiti					2				2
Honduras				1					1
Hungary					1	1			2
Israel			1						1
Italy		1	5	7	3				16
Japan		1		1	1				3
Jordan					1				1
Kenya				1	1				2
Mali						1			1
Netherlands		1	2	2	1				6
Norway			1	2					3
Panama				1	1				2
Peru		1		1					2
Philippines				2	2	1			5
Portugal				1					1
Romania				1					1
Sri Lanka					1				1
Sudan				2					2
Sweden						1			1
Switzerland	1		3	7	1				12
Thailand							2	1	3
United Rep. of Tanzania						1		1	2
United States		5	6	11	14	4		1	41
Uruguay				4					4
Venezuela			1						1
Non member States			3	8	9	5		1	26
TOTAL	1	17	34	67	59	20	4	4	206

Some Member State nationals are currently employed on short-term contracts as follows: Bulgaria(1), Egypt(1), Guatemala(1), Lithuania(1), Romania(1).

⁴ Unless otherwise specified, country of nationality of Officials refers to IOM Member States as of June 2000. Officials appointed, but who have not yet arrived at duty stations, are not included (see Table 16, page 10). In its efforts to recruit nationals of non-represented or under-represented Member States, the Organization has recruited since June 2000, two nationals of Pakistan and one national of the United Republic of Tanzania.

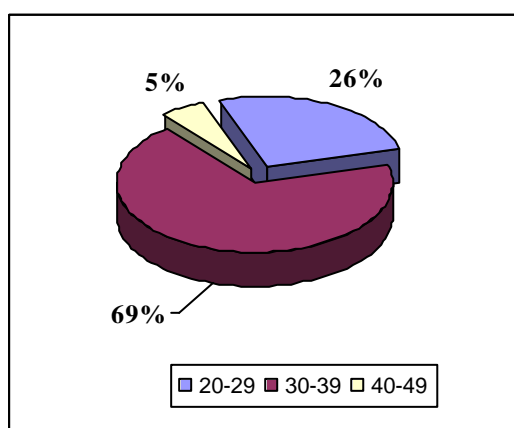
Alternative staffing resources

8. Associate Experts (AEs) by nationality, June 2000



The 19 Associate Experts (AEs) working in IOM are provided by eight Member States out of 11 who have a bilateral agreement with the Organization. Most AEs are working in the Field (84.2 per cent) in programme management or operations activities. Women represent 74 per cent of AEs and their grades vary from P1 to P3 level. AEs represent an additional 8.4 per cent of the workforce at Professional level.

9. AEs by age group, June 2000

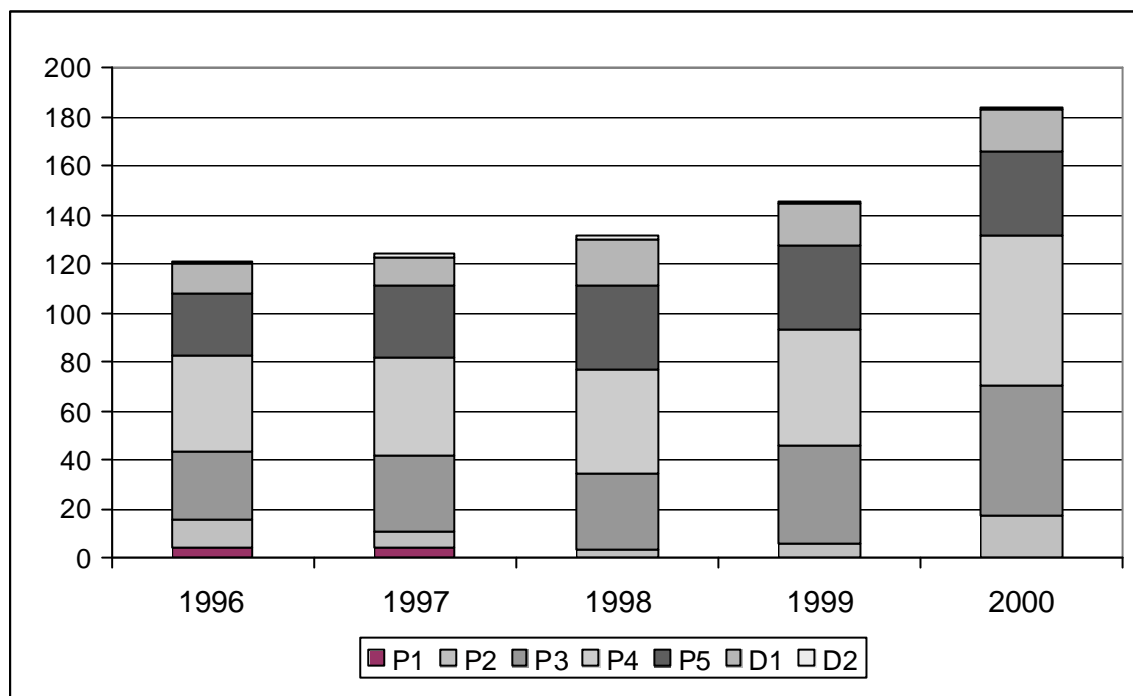


Associate Experts, 1996-2000					
	1996	1997	1998	1999	2000
Austria		1			
Denmark	1	1	2	2	2
Finland			1	1	1
Germany	1	3	1	1	
Italy	1	1	1	2	3
Japan	1	2	2	3	2
Netherlands	3	4	5	4	3
Republic of Korea				1	1
Sweden	1	1	1	6	6
United States	1		1	2	1
Total	9	13	14	22	19

The average age of AEs is 31 years old, with almost 70 per cent between 30 and 39 years old.

STATISTICAL OVERVIEW, 1996-2000

10. Grade distribution of Officials⁵, 1996-2000



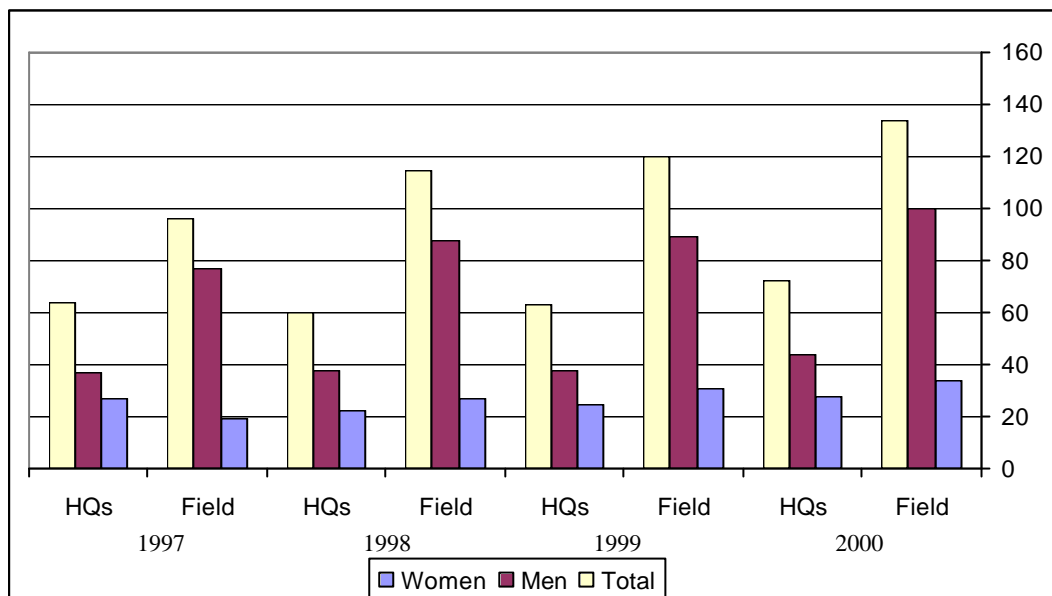
Grade	1996	1997	1998	1999	2000
D2	0.8%	0.8%	1.5%	0.7%	0.5%
D1	9.9%	9.7%	14.4%	11.6%	9.2%
P5	20.7%	23.4%	25.8%	24.0%	18.5%
P4	33.1%	32.3%	32.6%	32.2%	33.7%
P3	22.3%	25.0%	23.5%	27.4%	28.8%
P2	9.9%	5.6%	2.3%	4.1%	9.2%
P1	3.3%	3.2%	0.0%	0.0%	0.0%
Total	121	124	132	146	184

In 1996, Officials at D1 level represented 9.9 per cent of Officials on regular and one-year contracts. Since then, the number of D1s has slightly increased to 14.4 per cent in 1998 and then decreased to 9.2 per cent in June 2000. The same trend appears at 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 18.5 per cent in 2000.

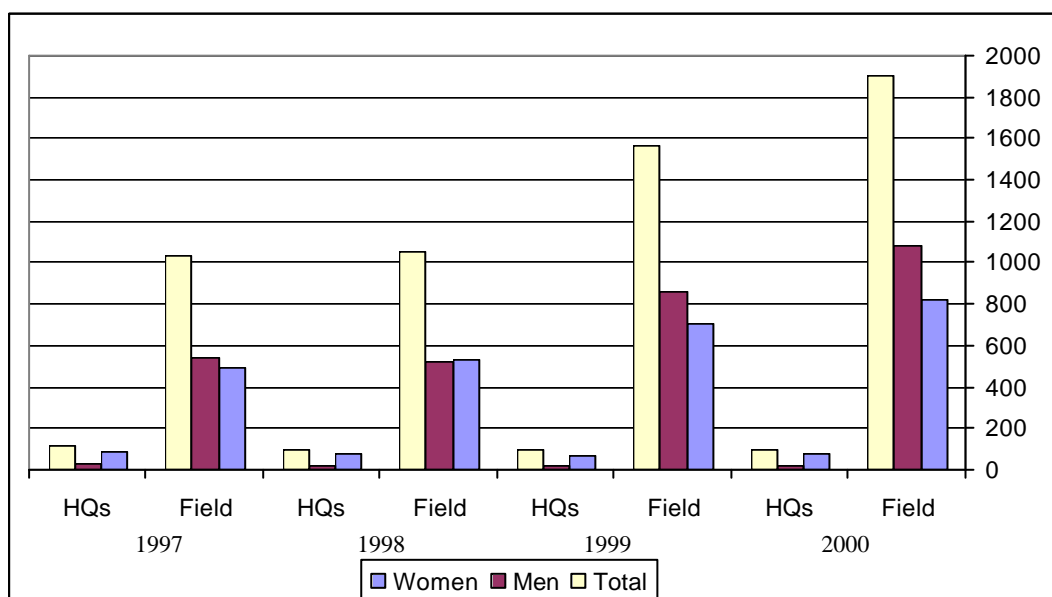
The number of Officials at P4 level has been relatively stable, around 32 to 33 per cent. At P3 level, apart from a decrease from 1997 to 1998, the proportion of Officials has grown from 22.3 per cent in 1996 to 28.8 per cent in 2000. At P2 level, the trend is inverted, decreasing respectively from 9.9 per cent in 1996 to 2.3 per cent in 1998 and increasing again from 1999 to 9.2 per cent today. As in the United Nations organizations, the P1 level has rarely been used since 1998.

⁵ Sources of data are the Director General's Annual Reports. Figures refer to Officials on a regular or one-year contract.

11. Officials⁶ by gender, 1997-2000



12. Employees⁷ by gender, 1997-2000



⁶ Data refer to Officials on a regular or one-year contract or who have been with the Organization for more than 12 months.

⁷ Data refer to all Employees, short-term included.

Recruitment and selection

13. Officials appointed through vacancy notices, 1997-2000

Vacancy notices issued	1997	1998	1999	June 2000
Total number of vacancies issued	35	22	41	49
Headquarters' positions	18	6	20	19
%	51.4%	27.3%	48.8%	38.8%
Field positions	17	16	21	30
%	48.6%	72.7%	51.2%	61.2%
Advertised internally only	27	14	37	28
Headquarters' positions	12	1	18	9
Field positions	15	13	19	19
Advertised internally and externally	8	8	4	21
Headquarters' positions	6	5	2	10
Field positions	2	3	2	11

Officials appointed ⁸	1997	1998	1999	June 2000
Vacancies filled internally	28	17	31	12
Headquarters	12	3	17	2
Field	16	14	14	10
Vacancies filled externally	4	3	5	6
Headquarters	4	2	4	3
Field	-	1	1	3
Cancelled/reissued/not filled	3	2	7	3
Pending				28
Total	35	22	43⁹	49

14. Officials appointed through vacancy notices by gender, 1997-2000

	1997	1998	1999	June 2000
Officials appointed in Headquarters	15	5	21	5
Of which women	8	2	7	1
Officials appointed in the Field	17	15	15	13
Of which women	2	5	1	3
Total number of Officials appointed	32	20	36	18
Of which women recruited externally		1	3	1
Of which former General Service staff	3	3	4	4
Of which women	2	1	1	1
Per cent of women appointed	31.3%	35.0%	22.2%	22.2%

⁸ Some of the candidates have been appointed but have not yet arrived at the duty station.

⁹ The total number of Officials is different from the total number of vacancies issued because one vacancy was for two positions, one of which was covered by two Officials on a part-time basis.

15. Mobility of internal staff, 1997-2000

	1997	1998	1999	June 2000
From Headquarters to the Field	6	5	2	1
From the Field to Headquarters	6	1	3	1
From the Field to the Field	10	8	9	9
Reassignment within Headquarters	6	3	17	1
Total	28	17	31	12

16. Officials appointed¹⁰ by country of nationality, 1997-2000

Nationality	1997	1998	1999	June 2000
Algeria				1
Argentina	1	1		
Australia	2			
Austria	1			
Belgium			1	
Canada			1	1
Chile		1	1	
Costa Rica	1		1	
Croatia			1	
France	2	4		3
Germany	1	1	4	2
Greece			1	
Haiti		1	1	
Italy	2	1	2	1
Japan	1			
Kenya				1
Netherlands	3	1	1	
Nicaragua		1		
Norway			1	
Pakistan				2
Panama		1		
Philippines		1	1	
Portugal	2		1	
Romania			1	
Sweden	1		1	
Switzerland	1		3	1
United Republic of Tanzania				1
United States	8	2	5	2
Uruguay				1
Observers/non member States	6	5	9	2
Total	32	20	36	18

¹⁰ Some of the candidates have been appointed but have not yet arrived at the duty station.

Staff development and training (SDT)

17. Comparison of SDT activities, 1998-2000

Indicator	Up to June 2000 % of total	1999 figures	% of total staff	1998 figures	% of total staff
Number of total staff in IOM ¹¹	2 329	1 990		1 367	
Number of staff trained	175	389	20%	128	9%
Field staff	74%	307	79%	54	42%
Headquarters' staff	26%	82	21%	74	58%
Female staff	55%	206	53%	65	51%
Officials	41%	124	32%	84	66%
Employees	56%	163	42%	38	30%
Non-graded	3%	101	26%	6	5%

18. Geographical coverage of staff trained, 1998-1999

Geographical region	1999	1998
Europe	15%	26%
The Americas	32%	2%
Africa and the Middle East	14%	3%
Asia and Oceania	18%	11%
Headquarters	21%	58%

¹¹ Including short-term staff