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**EIGHTY-FOURTH SESSION**

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**HUMAN RESOURCES REPORT**

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## **HUMAN RESOURCES REPORT**

### **I. INTRODUCTION**

1. For the third year, in response to the wishes of Member States and the Staff Association Committee (SAC), an information document on human resources management in IOM is presented by the Administration to the Council, outlining IOM's personnel policies and progress made on issues of concern to the staff. A statistical overview of the composition of the staff, together with information on recruitment and staff development and training, is attached.

### **II. SELECTION AND RECRUITMENT PRACTICES**

2. The staffing policy outlined in document MC/INF/242 dated 24 October 2000 remains in force, although under constant review. Some of the concrete measures include: (i) permanent planning and monitoring of recruitment needs and best practices; (ii) drafting of clearer and more comprehensive guidelines; (iii) proactive approach to increase the number of Associate Experts; (iv) improvement of the recruitment strategy for emergency and post-conflict activities and services; and (v) standardization of a number of key positions for both job classification and recruitment purposes.

#### **Recruitment**

3. A number of steps have been taken in order to improve methods of recruitment:
- (a) Vacancies are studied by the Staffing Unit (STU), the Services and project managers and/or supervisors in order to establish the post description and to align the duties and responsibilities to the needs of the project, programme or activity. Most vacancy notices are issued only internally to give preference to qualified internal candidates, and the SAC is consulted when it is necessary to post vacancies externally.
  - (b) Panel interviews of short-listed candidates are given preference to ensure the objectivity and transparency of the process. Whenever feasible, the supervisor, the Department of Human Resources Management (HRM) and a representative of the technical area related to the job compose the panel.
  - (c) Competency-based recruitment and selection methodology continue to be applied and reinforced.
  - (d) Expansion of the network to advertise posts, including advertisements in specialized entities, newspapers, international magazines and on web sites.
  - (e) Establishment and/or reinforcement of closer working relations with specific entities within governments in charge of overseeing the recruitment of their nationals in international organizations.
  - (f) Facilitation of the recruitment process by updating the roster of internal and external candidates.

### **Gender and geographical balance**

4. Improvement has been achieved in this field since 1998. At present, from a total of 3,344 staff members there are 177 women and 112 men at Headquarters and 1,217 women and 1,838 men in Field Missions. It is recognized that recruitment should focus on achieving a better representation of women at the P5 level and above. An effort is also being made to increase representation of nationals from Member States not yet represented in IOM.

### **Staffing guidelines**

5. Guidelines on selection and recruitment of staff under special contracts were issued to improve the capacity to identify emergency, post-conflict and project personnel. The recruitment and selection process for staff members appointed under a one-year fixed-term renewable contract and subject to selection through the Appointments and Postings Board (APB) was reviewed by the STU. After an agreement on the definition of "internal candidate" was reached with the SAC, these guidelines are now being finalized.

### **Staffing processes**

6. Simplifying IOM's selection and recruitment process entails delegating responsibility and developing flexible systems. Field Missions are able to recruit international staff through their own network, in close consultation with the STU, to increase the pool of qualified candidates.

7. Efforts are being made to accelerate the recruitment process. However, a limit on the possibilities of streamlining procedures has been reached and this task cannot be taken further without additional resources and updated information technology tools. The acquisition of a comprehensive HR software package to improve, *inter alia*, the staffing function, is therefore becoming a necessity.

### **The General Internal Roster (GIR) and Emergency Response Roster (ERR)**

8. Within the framework of strengthening IOM's preparedness and response for emergency operations, the Director General invited all staff in 2001 to express their interest in and availability for future deployment. In cooperation with the Emergency and Post Conflict Division, the Occupational Health Unit and the Staff Development and Training Unit, the STU captured information on staff availability and qualifications in a database, with funding received from the Government of the United Kingdom (DFID). This tool enables quick searches for staff members with any required profiles. Since the inclusion in the ERR was subject to specific criteria, staff not selected for the ERR were automatically included in the GIR. The latter enables identification of staff for short- or long-term assignments at Headquarters or other non-emergency duty stations.

9. It is foreseen to update the rosters in the near future through the deployment of the database to all Field Missions. It is also planned to extend the roster to other internal/external categories such as interns, consultants and internal/external applicants through web-enabled applications. In the long term, this application should be integrated into an overall HR Information Management

System. Although the financial resources for upgrading the existing personnel software are currently not available, a feasibility study has been carried out to assess needs and priorities, as well as the amount of resources required.

### **Associate Experts**

10. IOM adopted the Associate Experts (AE) programme in 1975 (see MC/INF/242, paragraphs 38 and 39). A new agreement has recently been concluded with the Netherlands, which facilitates the recruitment of Dutch nationals, as well as nationals of developing countries, and gives priority to job offers in least developed countries.

## **III. CURRENT PRACTICES AND RECENT DEVELOPMENTS IN WORKING CONDITIONS**

### **Harmonization of conditions of service for General Service field staff**

11. The main tool of harmonization is the implementation of the Staff Regulations and Rules (SRRs). It should be noted that the number of Missions which need SRRs follows the expansion of IOM. Since September 2001, seven new Missions have had SRRs implemented and another six Missions have had their SRRs updated in order to grant standard conditions. Since autumn 2001, the Medical Service Plan has been implemented in seven additional Field Offices and the Provident Fund in nine additional Field Offices.

### **Entitlement to assignment grant for General Service staff**

12. As part of the Organization's efforts to ensure equal treatment of staff, a new practice related to the transfer of General Service staff from one country to another was approved by the Director General. The entitlement gives General Service staff, selected for a one-year fixed-term post and having been with IOM for at least three years, the same transfer benefits as for officials.

### **Paternity leave pilot exercise**

13. Since the introduction of this pilot exercise in September 2000, 24 fathers (both in the Professional and General Service categories) have benefited from paternity leave. The entitlement was introduced on an initial two-year trial basis which is coming to an end. It is therefore suggested that IOM establish paternity leave on a permanent basis and include the entitlement in the Staff Rules.

### **Conditions of service for staff under special contract**

14. Of the 3,344 staff members in IOM, a total of 1,410 are on short-term contracts and have been with the Organization for less than 12 months. In 2001, IOM recruited 148 officials for temporary positions; from January to June 2002, the number of professional temporary positions filled reached 143. There was a clear need to establish guidelines for conditions of service, benefits and obligations of staff under such contracts; these are presently being coordinated before publication.

### **Policy towards a respectful working environment**

15. This policy, which was announced in the Human Resources Report for 2001 (MC/INF/247) has now been published and distributed to all staff. It is included in the material handed over to new staff in the "Staff Induction" programme. An Open Forum is planned at Headquarters before the end of 2002, for discussion of the policy with the staff and a panel from the Administration. It will be filmed and distributed to all Field Missions.

### **IV. STAFF DEVELOPMENT AND TRAINING (SDT)**

16. The Staff Development and Training Steering Committee, composed of representatives of the SAC and the Administration, continued to provide advice and endorsement to SDT on training priorities, new initiatives and the implementation of the annual training plans.

17. SDT provided support in organizing targeted training programmes for Chiefs of Mission, Administrative Support Officers, project developers and project managers, as well for learning programmes in other priority areas such as negotiation, report writing, mediation, management and information technology. SDT cooperated with the Emergency and Post-Conflict Division in implementing three regional emergency management workshops. SDT also organized induction and orientation briefing programmes for new staff at Headquarters, as well as management and teamwork video-learning sessions for specific work units.

18. SDT traditionally allocates some 70 per cent of its resources to the support of learning activities for staff in the Field and has continued to develop distance learning tools. The unit has recently enhanced its Learning Resource Centre consisting of over 400 learning tools (books, videos, CD-ROMs, etc.) and has introduced a monthly learning theme for all IOM staff. SDT has updated and distributed IOM guidelines on language training and will also circulate the comprehensive updated IOM Learning Reference Guide (LRG).

19. Current activities include: the development of a handbook for Chiefs of Mission; support and advice in updating the 1997 training module entitled "An Overview of International Migration"; and the identification of additional distance-learning techniques and approaches to assist in providing learning opportunities for field staff. SDT is also involved in the development and phased introduction of a revised performance appraisal system.

### **V. PERFORMANCE MANAGEMENT**

20. As part of the effort to introduce elements of performance management in IOM, the Administration created two new processes in 2001, which were described in MC/INF/247, paragraphs 41 to 44.

21. The Senior Review Panel met on two cases in the period under review, under the chairmanship of the Executive Officer and with the participation of senior managers, including one from the Field, and the SAC Chairperson.

22. The processing of Career Threshold Reviews, in order to make recommendations for granting regular contracts, is being carried out for a number of pending cases. The Director

General has decided that up to one-third of the staff in each category should have a regular contract; once documentation is completed for these cases, the APB will make a recommendation to the Director General.

23. During 2002, HRM coordinated the development of a new performance management system. The system will be introduced by a phased, pilot approach, beginning in early 2003, in order to extend the system to the entire Organization by the end of 2004. The new system includes the identification and rating of key competencies required for successful performance in a given post, as well as a process of setting and assessing work objectives between the staff member and supervisor. The possibility of including a 360-degree assessment (including peers and supervisees) for certain categories of staff is under review. The internal working group involved in developing the system has focused on establishing a process that is simple, effective and comprehensive.

## **VI. JOB CLASSIFICATION**

24. The Administration streamlined the procedures for classification of positions and hired additional professional job classifiers to work freelance whenever needed. New participants in the Classifications Appeals Review Committee (CARC) were identified, designated and trained in Job Classification Standards and are now operational. The backlog of cases has been processed and a number of new positions have been rated. Between 1 July 2001 and 30 June 2002, 42 positions (32 officials and 10 employees) were rated and 13 desk audits (eight officials and five employees) were carried out. Four classification appeals (one official and three employees) were processed by the CARC.

25. In order to streamline and expedite the processes of documenting and measuring work, the Administration is creating occupational profiles for the most common occupations in the Organization. A profile for Heads of Office/Chiefs of Mission/Regional Representatives is in the final stages of drafting, and two more profiles have been started. The profiles will establish clearly what duties, responsibilities and outputs are expected of staff in the function at each grade level, and will facilitate recruitment, training and staff mobility.

## **VII. STAFF MOBILITY**

26. In 2001, the Director General invited a number of senior staff who had been in their post for four years to enter into a dialogue with the Administration regarding options for a new posting during 2002. As a result, two staff members applied to and were selected for Vacancy Notices and have been transferred. In addition, three other senior officials were transferred, and the plans for their re-assignment were shared and discussed with the SAC within the APB. Again in 2002, the Director General wrote to the senior officials who will have been at the same post exercising leadership responsibility for five years by the summer of 2003.

27. At the request of the SAC, the Administration has begun to review the staff mobility policy contained in the Staff Rules, in order to simplify the process and adapt it to the current needs of the Organization.

## **VIII. STAFF RELATIONS**

28. The Administration has continued to meet with representatives of the SAC within the JASAC (Joint Administration/Staff Association Committee) to discuss matters of common interest. The cooperation between the Administration and the SAC continued through other working groups or initiatives, such as the group designing the new Performance Management System, the Staff Development and Training Steering Committee and the Joint Working Group on the Provident Fund. Furthermore, a special meeting of the APB was convened to discuss simplified recruitment procedures for the German Forced Labour Compensation Programme.

29. Concerning staff grievances, between 1 July 2001 and 30 June 2002, five staff appeals were received by the Joint Administrative Review Board (JARB) and two appeals were subsequently lodged with the ILO Administrative Tribunal.

30. The IOM Ombudsperson resigned in summer 2002 and his replacement is being recruited jointly between the Administration and the SAC.



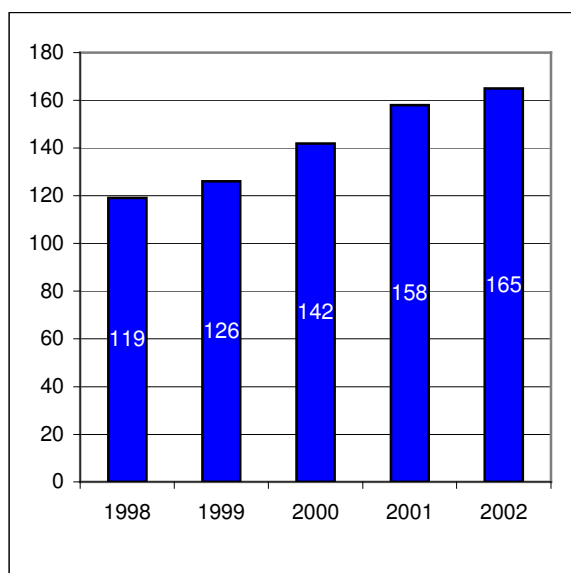
Annex

**Statistical Overview**

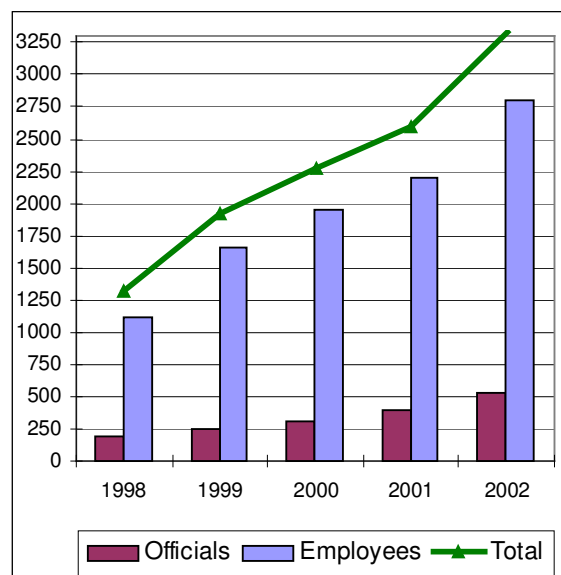
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## IOM STAFF COMPOSITION

### 1. IOM Field Offices (including suboffices), 1998-2002



### 2. IOM staffing<sup>1</sup> trends, 1998-2002



### 3. Staff by category, location and gender, June 2002

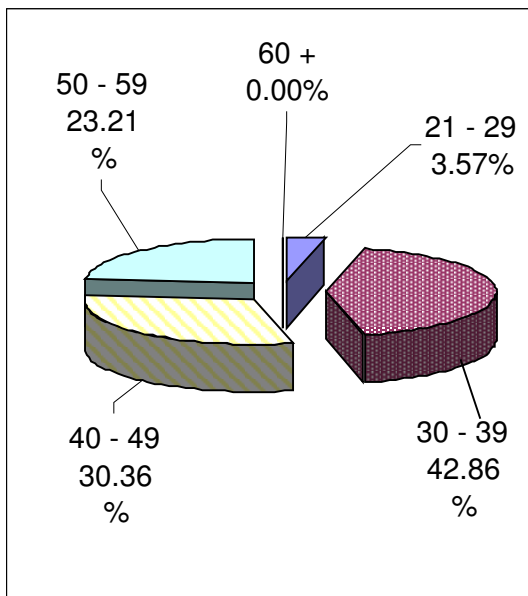
Category	Headquarters		Field		Total
	Women	Men	Women	Men	
Officials <sup>2</sup>	56	60	79	179	374
Officials, short-term	10	5	58	77	150
Employees <sup>2</sup>	81	33	634	736	1 484
Employees, short-term	29	13	409	809	1 260
National Officers	0	0	31	31	62
Associate Experts	1	1	6	6	14
<b>TOTAL</b>	<b>177</b>	<b>112</b>	<b>1 217</b>	<b>1 838</b>	<b>3 344</b>

<sup>1</sup> Staff members holding a short-term contract included.

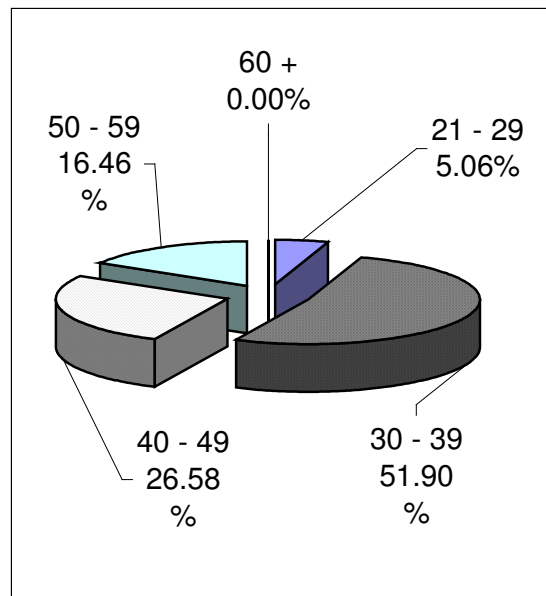
<sup>2</sup> Unless otherwise specified in this report, all data refers to staff members holding a regular or one-year contract or having been with the Organization for more than 12 months. The Director General, Deputy Director General, consultants, interns and staff on special leave without pay are excluded.

### 4 and 5. Officials by age group and location, June 2002

Officials - age distribution at HQs, June 2002

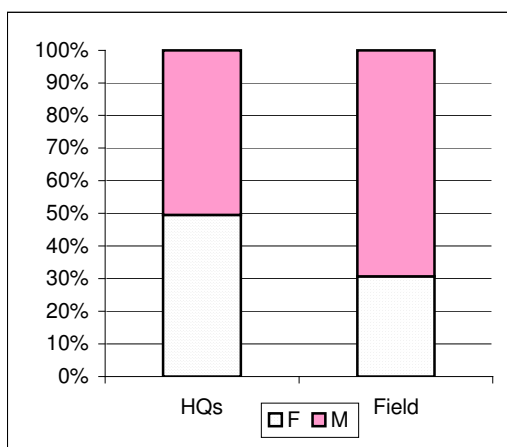


Officials - age distribution in the Field, June 2002

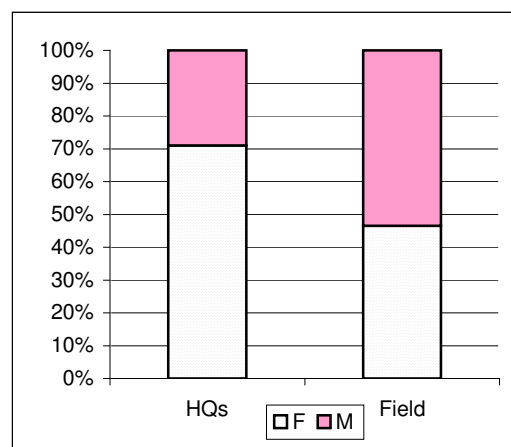


### 6 and 7. Officials and employees by gender and location, June 2002

Officials by gender and location, June 2002



Employees by gender and location, June 2002



### 8. Officials within grade - distribution by gender, 1998-2002

<b>Grade</b>	<b>Dec. 1998</b>	<b>Dec. 1999</b>	<b>Dec. 2000</b>	<b>Dec. 2001</b>	<b>June 2002</b>
% of women	27.7 %	30.6 %	28.1%	35.3%	36.1%
<b>Out of the above percentages women were distributed within grades as follows:</b>					
P5 and above	13.5%	16.1%	14.1%	10.5%	9.6%
P3-P4	67.3%	62.5%	67.6%	56.4%	54.1%
P1-P2	9.6%	16.1%	15.5%	27.4%	29.6%
PU	9.6%	5.3%	2.8%	5.7%	6.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of women</b>	<b>52</b>	<b>56</b>	<b>71</b>	<b>124</b>	<b>135</b>
% of men	72.3%	69.4%	71.9%	64.7%	63.9%
<b>Out of the above percentages men were distributed within grades as follows:</b>					
P5 and above	36.0%	35.4%	25.8%	20.3%	22.2%
P3-P4	50.7%	53.5%	54.4%	59.5%	59.4%
P1-P2	8.1%	7.9%	17.1%	15.8%	14.6%
PU	5.2%	3.2%	2.7%	4.4%	3.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
<b>Total number of men</b>	<b>136</b>	<b>127</b>	<b>182</b>	<b>227</b>	<b>239</b>

### 9. Evolution of the representation of women among officials, 1998-2002

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

<b>Grade</b>	<b>Dec. 1998</b>	<b>Dec. 1999</b>	<b>Dec. 2000</b>	<b>Dec. 2001</b>	<b>June 2002</b>
D2	0.0 %	0.0%	0.0%	0.0%	0.0%
D1	15.8 %	17.6%	17.6%	22.2%	26.3%
P5	12.1 %	16.7%	17.9%	22.5%	17.4%
P4	37.5 %	32.0%	33.3%	36.0%	40.1%
P3	29.4 %	35.8%	32.4%	32.8%	29.8%
P2	27.3 %	50.0%	24.2%	48.2%	53.1%
P1	100.0 %	50.0%	30.0%	50.0%	54.5%
PU	36.4 %	37.5%	28.6%	41.2%	50.0%
<b>Total % of women</b>	<b>27.7 %</b>	<b>30.6%</b>	<b>28.1 %</b>	<b>35.3%</b>	<b>36.1%</b>
Total officials	188	183	253	351	374

### 10. Officials by country of nationality and grade, June 2002

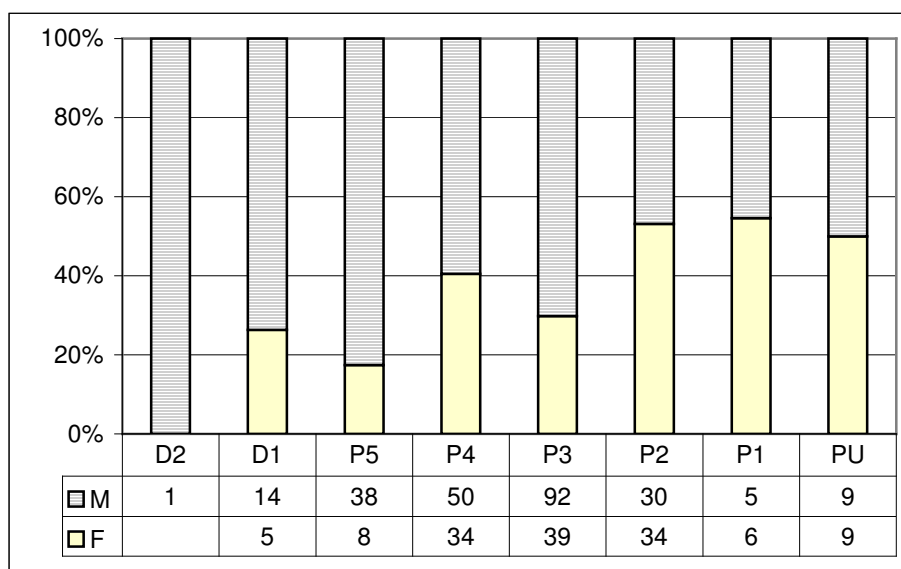
Country of nationality	Grades							TOTAL
	D2	D1	P5	P4	P3	P2	P1	
Algeria						1		1
Argentina		1	1	2	2			6
Australia		1	1	1	4	1		9
Austria		1		1	2	1		5
Azerbaijan						1		1
Bangladesh				1				1
Belgium		1	1	3	8	1		14
Bolivia				2				2
Burkina Faso					1			1
Canada		1	3	1	4	3	1	15
Chile			1		2			4
Costa Rica		1			5	1		7
Croatia				2	2	1	1	6
Czech Republic						1		1
Denmark				2	1			3
Egypt			1			1		2
Finland					1	2	1	4
France			4	5	8	2	1	20
Georgia					1			1
Germany		5	2	5	3	3	1	20
Greece					1			1
Guatemala					1			1
Haiti				1				1
Honduras				1				2
Hungary				1	2			3
Iran (Islamic Republic of)				1		1		2
Ireland				1				1
Israel			1					1
Italy		1	6	6	8	2		23
Japan		1			2	1		4
Jordan					2	1		3
Kenya				1	3	2	1	7
Liberia					1			1
Lithuania					1	1		2
Netherlands		1	3	1	1	1		7
Nicaragua						1		1
Norway			1					2
Pakistan			1		1			2
Panama				1	1			2
Peru		1		2				3
Philippines				3	5	4	2	15
Poland						1		1
Portugal			1	1		1		3
Republic of Korea						1		1
Romania				1		2		3
Sri Lanka				1				1
Sudan				1				1

### 10. Officials by country of nationality and grade, June 2002 (cont.)

Country of nationality	Grades								TOTAL
	D2	D1	P5	P4	P3	P2	P1	PU	
Sweden				1	4				5
Switzerland	1		2	6	2	3			14
Thailand						3		3	6
Ukraine					1				1
United Kingdom of Great Britain and Northern Ireland			2	3	7	4			16
United Republic of Tanzania						1			1
United States of America		4	9	14	26	4	1	2	60
Uruguay			1	3	1			2	7
Venezuela			1						1
Yugoslavia, FR				1	2	3			6
Non-Member States			4	8	15	8	2	3	40
<b>TOTAL</b>	<b>1</b>	<b>19</b>	<b>46</b>	<b>84</b>	<b>131</b>	<b>64</b>	<b>11</b>	<b>18</b>	<b>374</b>

Member State nationals currently employed on short-term contracts: Albania (2), Slovakia (1) and South Africa (3).

### 11. Officials - grade distribution and gender, June 2002



## 12. Headquarters employees by country of nationality and gender, June 2002

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Albania		1	1	Netherlands	1		1
Argentina	2		2	Peru	1		1
Australia	1		1	Philippines	1		1
Azerbaijan	1		1	Portugal	1		1
Bosnia and Herzegovina	3	2	5	Romania	1	1	2
Canada	1		1	Senegal	1		1
Colombia	1		1	Spain		1	1
Costa Rica	1		1	Sri Lanka		1	1
Croatia		1	1	Switzerland	16	3	19
France	22	12	34	The former Yugoslav Republic of Macedonia		2	2
Germany	5	1	6	Turkmenistan	2		2
Indonesia	1		1	United Kingdom of Great Britain and Northern Ireland	11	1	12
Israel		1	1	Uruguay	2		2
Italy	4	4	8	Yugoslavia, FR	2	2	4
<b>Grand total</b>				<b>81</b>	<b>33</b>	<b>114</b>	

## 13. Field employees by country of nationality and gender, June 2002

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Afghanistan	22	372	394	Colombia	51	31	82
Albania	26	18	44	Congo	7	27	34
Algeria	1	2	3	Costa Rica	13	7	20
Angola		7	7	Côte d'Ivoire	1	1	2
Argentina	12	2	14	Croatia	16	9	25
Armenia	9	6	15	Czech Republic	5	2	7
Australia	9	2	11	Dominican Republic	1		1
Austria	5	6	11	East Timor	11	131	142
Azerbaijan	8	17	25	Ecuador	13	19	32
Bangladesh	5	6	11	Egypt	21	15	36
Belarus	5	1	6	El Salvador	2	4	6
Belgium	8	11	19	Ethiopia	12	11	23
Bolivia	1	2	3	Fiji	2		2
Bosnia and Herzegovina	38	40	78	Finland	6	5	11
Brazil		1	1	France	1	4	5
Bulgaria	4	2	6	Gambia	2	1	3
Cambodia	8	19	27	Georgia	7	5	12
Canada	3	5	8	Germany	20	12	32
Cape Verde	1		1	Ghana	14	14	28
Chad	1		1	Greece	6	6	12
Chile	3	6	9	Guatemala	11	22	33
China, Hong Kong Special Administrative Region	4		4	Guinea	3	7	10

### 13. Field employees by country of nationality and gender, June 2002 (cont.)

Country of nationality	Gender		Total	Country of nationality	Gender		Total
	F	M			F	M	
Guinea-Bissau	1	1	2	Romania	10	7	17
Honduras	3	6	9	Russian Federation	86	39	125
Hungary	9	5	14	Rwanda		1	1
India	1	2	3	Senegal	12	11	23
Indonesia	15	20	35	Sierra Leone	18	47	65
Iran (Islamic Republic of)	4	13	17	Slovakia	6	2	8
Ireland	1		1	Slovenia	3		3
Italy	25	13	38	Somalia	5	2	7
Japan	3		3	South Africa	8	7	15
Jordan	5	6	11	Spain	3		3
Kazakhstan	8	3	11	Sudan	3	10	13
Kenya	37	54	91	Sweden	2		2
Kiribati	4		4	Switzerland	1		1
Kyrgyzstan	3	8	11	Syrian Arab Republic	7	5	12
Latvia	1	1	2	Tajikistan	7	24	31
Lebanon	2		2	Thailand	11	4	15
Lesotho	5		5	The former Yugoslav Republic of Macedonia	19	27	46
Liberia	4	5	9	Tunisia	2	2	4
Lithuania	4		4	Turkey	5	7	12
Mali		1	1	Turkmenistan	2	3	5
Mexico	2	1	3	Tuvalu	1		1
Myanmar	1		1	Uganda	2	1	3
Nauru	12	14	26	Ukraine	23	17	40
Netherlands	27	19	46	United Kingdom of Great Britain and Northern Ireland	3	1	4
New Caledonia		1	1	United States of America	22	31	53
Nicaragua	3	1	4	Uruguay	1		1
Norway	1		1	Uzbekistan		1	1
Pakistan	6	12	18	Venezuela	1	2	3
Paraguay		1	1	Viet Nam	31	17	48
Peru	7	5	12	Yemen		1	1
Philippines	10	12	22	Yugoslavia, FR Kosovo	73	57	130
Poland	3		3	Zambia	86	178	264
Portugal	8	2	10	Zimbabwe	2	1	3
Republic of Korea		1	1		1	1	2
Republic of Moldova	5	5	10				
<b>Grand total</b>					<b>1 074</b>	<b>1 576</b>	<b>2 650</b>



## RECRUITMENT AND SELECTION

### 14. Vacancy notices issued for officials, 1998-June 2002

Vacancy notices issued	1998	1999	2000	2001	June 2002
<b>Total number of vacancies issued</b>	<b>22</b>	<b>41</b>	<b>79</b>	<b>87</b>	<b>42</b>
Headquarters positions	6	20	31	33	12
Field positions	16	21	48	54	30
<b>Advertised internally only</b>	<b>14</b>	<b>37</b>	<b>42</b>	<b>58</b>	<b>34</b>
Headquarters positions	1	18	11	13	7
Field positions	13	19	31	45	27
<b>Advertised internally and externally</b>	<b>8</b>	<b>4</b>	<b>37</b>	<b>29</b>	<b>8</b>
Headquarters positions	5	2	20	20	5
Field positions	3	2	17	9	3

### 15. Officials appointed through vacancy notices<sup>3</sup>, 1998-June 2002

	1998	1999	2000	2001	June 2002
<b>Vacancies filled internally</b>	<b>17</b>	<b>31</b>	<b>40</b>	<b>61</b>	<b>21</b>
Headquarters	3	17	10	17	9
Field	14	14	30	44	12
<b>Vacancies filled externally</b>	<b>3</b>	<b>5</b>	<b>25</b>	<b>18</b>	<b>5</b>
Headquarters	2	4	15	11	4
Field	1	1	10	7	1
<b>Cancelled / reissued</b>	<b>2</b>	<b>7</b>	<b>16</b>	<b>9</b>	<b>8</b>
Pending					<b>10</b>
<b>Total</b>	<b>22</b>	<b>43</b>	<b>81</b>	<b>88</b>	<b>44</b>

### 16. Officials appointed through vacancy notices by gender, 1998-June 2002

	1998	1999	2000	2001	June 2002
<b>Officials appointed in Headquarters</b>	<b>5</b>	<b>21</b>	<b>25</b>	<b>28</b>	<b>13</b>
Of which women	2	7	14	16	6
<b>Officials appointed in the Field</b>	<b>15</b>	<b>15</b>	<b>40</b>	<b>51</b>	<b>13</b>
Of which women	5	1	12	20	4
<b>Total number of officials appointed</b>	<b>20</b>	<b>36</b>	<b>65</b>	<b>79</b>	<b>26</b>
Of which women recruited externally	1	3	14	9	1
Of which former General Services staff	3	4	7	10	4
Of which women	1	1	3	4	3
Percentage of women appointed	35.0%	22.2%	40.0%	45.6%	38.5%

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

### 17. Mobility of internal staff, 1998-2002

	1998	1999	2000	2001	June 2002
From Headquarters to the Field	5	2	1	3	1
From the Field to Headquarters	1	3	5	8	4
From the Field to the Field	8	9	24	19	10
Reassignment within same duty station	3	17	10	31	6
<b>Total</b>	<b>17</b>	<b>31</b>	<b>40</b>	<b>61</b>	<b>21</b>

### 18. Officials appointed through vacancy notices by country of nationality, 1998-2002

Nationality	1998	1999	2000	2001	June 2002
Afghanistan <sup>4</sup>	1		1		
Albania					1
Algeria			1		
Argentina	1		1	2	
Australia			2	2	1
Austria			1		
Bangladesh				1	
Belgium		1		2	
Bosnia and Herzegovina <sup>4</sup>				1	
Burkina Faso				1	
Canada		2	4	3	2
Chile	1	1		2	
Costa Rica		1	2	2	1
Croatia		1	1	1	
Czech Republic					1
Denmark				1	
Egypt			1		
Eritrea <sup>5</sup>		1			
Finland			1		
France	4		6	5	1
Germany	1	4	4	2	4
Greece		1			
Haiti	1	1			
India <sup>4</sup>		1			1
Iran (Islamic Republic of)			1		
Ireland	1				1
Israel			1		
Italy	1	2	5	6	1
Japan				2	
Jordan			1		
Kenya			1	1	2
Liberia				1	
Mozambique <sup>4</sup>	1			1	1

<sup>4</sup> Observer State

<sup>5</sup> Non-Member State

### 18. Officials appointed through vacancy notices by country of nationality, 1998-2002 (cont.)

Nationality	1998	1999	2000	2001	June 2002
Netherlands	1	1		1	
New Zealand <sup>4</sup>		1		2	
Nicaragua	1				
Norway		1		1	
Pakistan			2		
Panama	1				1
Peru				1	
Philippines	1	1	1	5	
Poland				1	1
Portugal		1		1	
Romania		1		1	
Russian Federation <sup>4</sup>		1			
Spain <sup>4</sup>			1	1	1
Sri Lanka			1		
Sweden		1	2	1	1
Switzerland		3	4	3	
Thailand					1
The former Yugoslav Republic of Macedonia <sup>4</sup>				1	
Ukraine			1	1	
United Kingdom of Great Britain and Northern Ireland	2	2	2	4	
United Republic of Tanzania			1		
United States of America	2	5	13	18	3
Uruguay		2	1	1	
Yugoslavia, FR			2		1
<b>Total</b>	<b>20</b>	<b>36</b>	<b>65</b>	<b>79</b>	<b>26</b>
Number of country nationalities	15	23	29	34	19

### 19. Vacancy notices issued for employees at Headquarters, 1998-June 2002

Vacancy notices issued	1998	1999	2000	2001	June 2002
<b>Total number of vacancies issued</b>	<b>8</b>	<b>7</b>	<b>16</b>	<b>33</b>	<b>9</b>
Advertised internally only	8	7	8	18	5
Advertised internally and externally			8	15	4
<b>Total number of positions vacant</b>	<b>8</b>	<b>7</b>	<b>20</b>	<b>36</b>	<b>15</b>
<b>Vacancies filled internally</b>	<b>8</b>	<b>6</b>	<b>11</b>	<b>18</b>	<b>8</b>
Employees from Headquarters	6	2	7	14	5
Employees from the Field	2	4	4	4	3
<b>Vacancies filled externally</b>	<b>-</b>	<b></b>	<b>5</b>	<b>8</b>	<b>4</b>
<b>Cancelled/reissued</b>	<b></b>	<b>1</b>	<b>4</b>	<b>10</b>	<b></b>
Pending					3

## 20. Summary of recruitment and selection processes, 1998-June 2002

	1998	1999	2000	2001	June 2002
<b>For officials</b>					
Total number of vacancies issued	22	41	79	87	42
Total number of temporary vacancies issued	n.a.	n.a.	22	6	9
Unfilled / cancelled / reissued	2	7	16	9	18
<b>Number of vacant positions filled</b>	<b>22</b>	<b>43</b>	<b>81</b>	<b>88</b>	<b>44</b>
<b>Number of temporary positions filled</b>	<b>23</b>	<b>95</b>	<b>140</b>	<b>148</b>	<b>143</b>
Of which for emergency operations	-	49	73	87	89
<b>For employees at Headquarters</b>					
Total number of vacancies issued	8	7	16	33	9
Total number of temporary vacancies issued	n.a.	n.a.	1	4	7
Unfilled / cancelled / reissued		1	4	10	3
<b>Number of vacant positions filled</b>	<b>8</b>	<b>6</b>	<b>16</b>	<b>26</b>	<b>12</b>
<b>Number of temporary positions filled</b>	<b>6</b>	<b>16</b>	<b>16</b>	<b>41</b>	<b>44</b>

## ALTERNATIVE STAFFING RESOURCES

### 21. Associate Experts by nationality, 1996-June 2002

	1996	1997	1998	1999	2000	2001	June 2002
Austria		1					
Belgium						1	1
Denmark	1	1	2	2	2	2	
Finland			1	1			
Germany	1	3	1	1			
Italy	1	1	1	2	3	3	2
Japan	1	2	2	3	3	2	3
Morocco						1	1
Netherlands	3	4	5	4	3	3	1
Republic of Korea				1	1	1	
Sweden	1	1	1	6	6	6	4
Switzerland							1
United States of America	1		1	2	1	1	1
<b>Total</b>	<b>9</b>	<b>13</b>	<b>14</b>	<b>22</b>	<b>19</b>	<b>20</b>	<b>14</b>

## OTHER CATEGORIES

### 22. Interns by gender and duty station, June 2001-June 2002

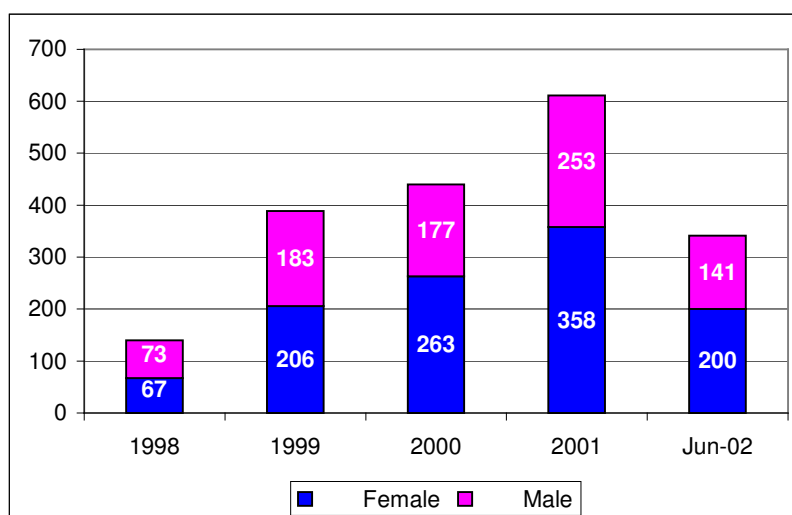
Duty station	Women	Men	Total
<b>Headquarters</b>	<b>19</b>	<b>8</b>	<b>27</b>
Director General's Office	2	2	4
Budget	1		1
Emergency and Post-Conflict Division	1	1	2
External Relations	1		1
Information Technology	1	1	2
Legal Services		1	1
Migration Health Services	2		2
Migration Management Services	1		1
Migration Policy and Research Programme		1	1
Research and Publications	1		1
German Forced Labour Compensation Programme	5	2	7
Staff Development and Training	4		4
<b>Field</b>	<b>28</b>	<b>11</b>	<b>39</b>
Almaty		1	1
Bern	2		2
Brussels	5	3	8
Helsinki	5	1	6
Kyiv		1	1
Manila	1	1	2
Rome	12		12
Sarajevo	2	1	3
Washington, D.C.		3	3
Zagreb	1		1
<b>TOTAL</b>	<b>47</b>	<b>19</b>	<b>66</b>

## STAFF DEVELOPMENT AND TRAINING

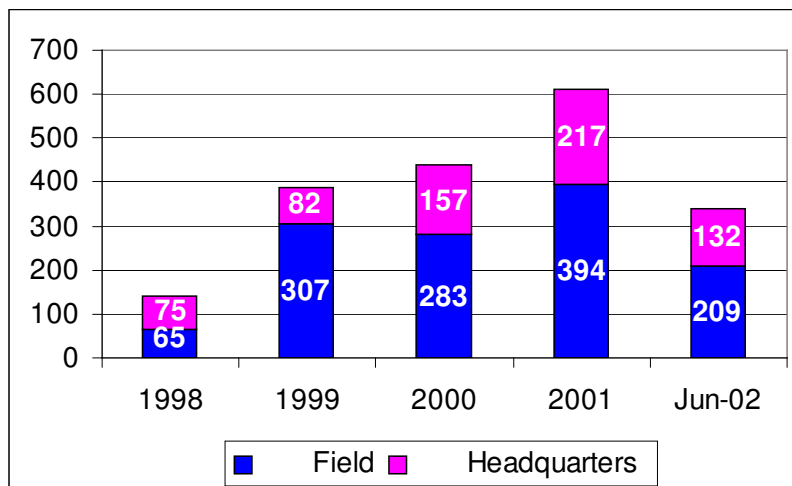
### 23. Staff development and training activities, 1998-2002

	1998	1999	2000	2001	June 2002
Activities organized or financed by SDT	31	62	80	88	45
Total staff members	1 367	1 836	2 466	2 742	3 344
Staff members trained	140	389	440	611	341

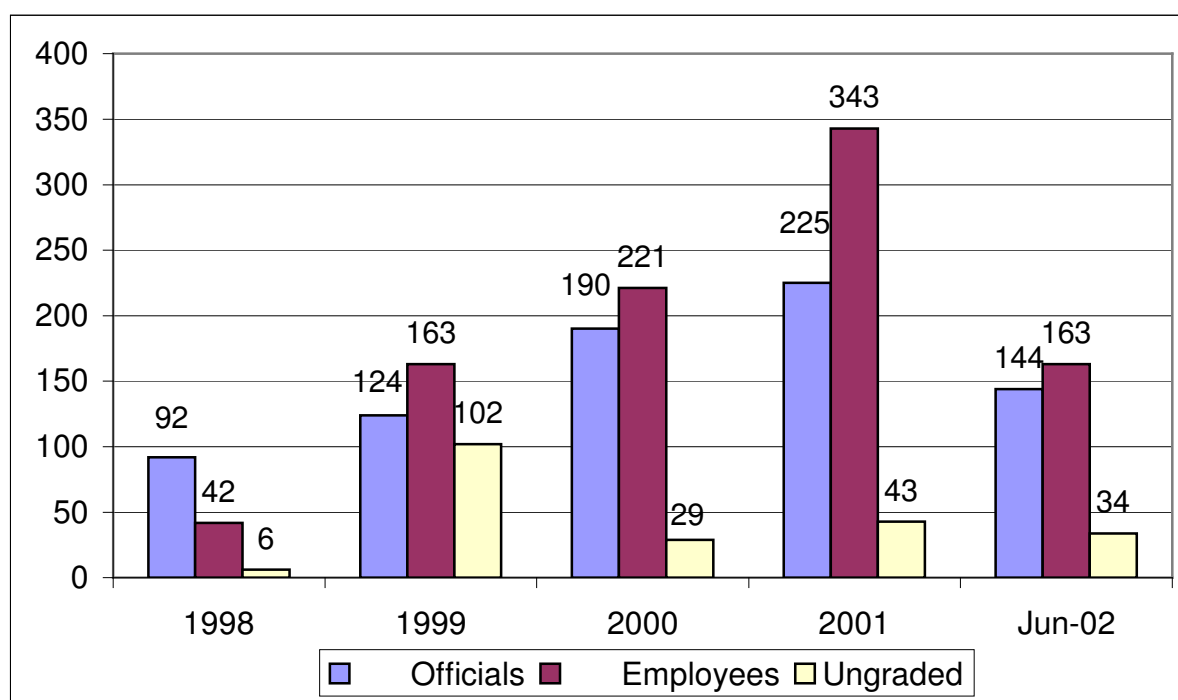
### 24. Staff trained by gender, 1998-June 2002



### 25. Staff trained by location, 1998-June 2002



## 26. Staff trained by category, 1998-June 2002



## 27. Staff trained by areas of training and development activity

Main Areas	2001	% of total trained	June 2002	% of total trained
Administration and Management	177	29%	51	15%
Capacity-Building/Communications	-	-	61	18%
Chiefs of Mission	-	-	13	4%
Information Technology	41	7%	43	13%
Language Courses	83	14%	82	24%
Migration Health	29	5%	1	0%
Migration and Emergency Management	58	10%	55	16%
Movement Management	11	2%	-	-
Others (Induction, Strategic Planning, Project Development)	145	24%	35	10%
Report Writing and Computer Layout Skills	41	6%	*	*
Security	6	1%	-	-
Stress Management	20	2%	-	-
<b>TOTAL</b>	<b>611</b>	<b>100%</b>	<b>341</b>	<b>100%</b>

\* Report writing course in 2002 included under Communications (13 participants)